





## Graduate courses must be cut by year for jobs training, study says

Education in sixth forms and universities is too specialized, according to the first thorough review of higher education since the Robbins report of 1963.

The result is that universities, polytechnics and colleges are producing graduates "who have spent too long acquiring knowledge over too narrow a range" and who are "better at individual competition than co-operative ventures", the study says.

The report *Excellence in Diversity*, by a group of eight distinguished industrialists and academics who, funded mainly by the Leverhulme Trust, have been studying higher education for more than two years. The study has been administered by the Society for Research into Higher Education.

While universities were turning out graduates with highly-specialized knowledge and experienced in competing with each other, many employers were looking for graduates who could adapt, tackle problems, communicate effectively, work with others and commit themselves to broad objectives.

To break out of "this vicious circle", the report recommends a different type of initial qualification in universities, polytechnics and colleges.

Two-year pass degrees or diplomas, it claims, would



Sir Bruce Williams: Note of dissent

provide more suitable general preparation for employment or further study or training than the present three-year specialized honours degree system.

The two-year course would normally adopt a broad approach, preparing the way for later specialization. Three layers of higher level studies would then be provided above the basic two-year course, leading to an honours degree, a master's degree or a doctorate.

The report believes that less specialized initial courses would provide greater flexibility than

the present system. They would allow students to transfer more easily either within institutions, or courses at the end of two years. They could also resume their studies later.

The report recommends the continuation of the means-tested system of mandatory grants for all two-year initial courses. Students on later courses would be eligible for scholarships, special grants or sponsorship by employers.

A government-backed loan scheme would also be available for students who were not eligible for adequate grants.

Sir Bruce Williams, director of the Technical Change Centre, entered a note of dissent, expressing doubts about the standing of the proposed two-year courses.

The report also proposes a review body for the universities to monitor standards as competition increases for students and resources. Universities would continue to be funded separately from the polytechnics and colleges, although a merger of the University Grants Committee and the national advisory body would remain a long-term option.

*Excellence in Diversity*, Society for Research into Higher Education, Surrey University, Guildford, Surrey GU2 5XH, £3.75.



### Campaigners hunt whalers

Baleena is a Latin word for whale, and the Baleenoptera (above) is dedicated to saving the giant maritime mammals from cruelty and extinction (Our Environment Correspondent writes). The boat was seen off yesterday in London by Mr William Jordan (right) who is an adviser to the British team on the International Whaling Commission and director of the People's Trust

for Endangered Species, a wildlife charity which is helping to finance the Baleenoptera's voyage to Norwegian hunting grounds.

The campaigners intend to collect evidence that Norwegian whalers are using cruel methods and exceeding international quotas in their hunt for the minke whale.

Photograph: Suresh Karadia



### Policeman defends sea rescue order

The police officer in charge of the rescue operation to save five young people from the sea at Blackpool told yesterday why he ordered his men not to go into the water after them.

The drama began when 16-year-old Sally Heaney was swept off a ramp by a wave.

Andrew McConnell, aged 20, jumped in after her when a lifeguard failed to reach Miss Heaney, who has represented Blackpool in swimming championships. As they were swept

rapidly along the shoreline by turbulent water and a strong wind, Miss Heaney's brother, Patrick, aged 19, and friends, Paul Holt and Christopher Johnson, both aged 20, plunged in to help.

The police said they were all fortunate that pedestrians, including several off-duty officers attending the annual Police Federation conference, acted quickly and threw lifelines into the water.

PC Anthony Riley put on a

safety harness and waded into the water to help one of the boys to safety. Superintendent Roy Howarth said the officer in charge at the scene decided it would be unsafe for any more of his men to enter the water and that the lifelines were adequate.

It was fortunate that the tide was running south along the shore on Wednesday night - not north as happened during the earlier tragedy. Those in the water had stayed close to shore, he said.

### Sex attacker jailed for the third time

Terence Welsh, aged 31, who had been jailed twice for sexual attacks on young girls, was sentenced to a total of 12 years yesterday for a further series of indecent assaults.

Welsh, a former trainee building inspector, posed as a policeman to lure the girls into his car, where he indecently assaulted them, Bristol Crown Court was told.

Mr Justice Stuart-Smith told him: "For something like three months you have been preying on those young girls in a way that can only be described as vile and despicable. The indecent assaults you committed on them were in most cases of the worst possible kind."

With younger girls he pretended that "mummy" was hurt and that he would take them to hospital, and with older girls he said he was taking them to the police station for riding their bicycles without lights. Mr Roderick Denyer, for the prosecution said, but once inside his car, he drove them to quiet lanes and assaulted them.

Welsh, of Bernard Street, Southampton, admitted five charges of abducting and indecently assaulting young girls and a charge of inciting a girl, aged 13, to commit an act of gross indecency.

Mr Denyer said that between September 18 and December 13, 1982, Welsh, had travelled around the South-west in his car posing as a policeman.

He took a girl aged seven

from her home in Swindon, Wiltshire, to somewhere near Newbury, Berkshire, where he indecently assaulted her.

A girl aged 13 was abducted in Cheltenham, Gloucestershire. He produced a pair of handcuffs and showed her a knife, telling her not to scream or he would use it. She was made to get undressed and when he took his own trousers off, the girl noticed he was wearing women's underwear.

A girl aged 15 from Havant, Hampshire, was assaulted on a grass verge after she had tried to escape.

Two girls aged 11 from Swindon, Wiltshire, were his last victims. They were taken on a seven-hour car journey.

Eventually he stopped and pushed a knife into the girl's hand, and threatened her. Both girls were made to take off most of their clothing and he committed offences against both of them.

Welsh was arrested in Southampton in December. He later made a 53-page statement admitting all the offences.

Welsh was jailed for three-and-a-half years at Winchester Crown Court in 1976 for an indecent assault on a girl aged 10 in Southampton. She was in a coma for several days afterwards. In 1980, he was jailed for two years at Gloucester Crown Court for sexually assaulting a Girl Guide in Cheltenham. He was released in June 1981.

### 10p a week cover for £1/4m bill

From Our Correspondent Derby

Mrs Kitty Lever, aged 63, owner of a Jack Russell terrier which ran into the path of a motor cycle causing an accident in which the teenage rider suffered serious brain damage, has been ordered to pay £250,000 damages.

But Mrs Lever a widow, of Harrogate Road, Colwick, Nottingham, will be able to pay the damages, thanks to a 10p-a-week public liability insurance policy run by Nottingham City Council for its tenants by the Guardian Royal Assurance group.

Mr Andrew Northern, who at the time of the accident four years ago was 18, underwent two brain operations. He has since been cared for at his home in Nottingham by his family.

The dog called Sammy was killed in the accident. Witnesses told Nottingham Crown Court on Wednesday that the dog was known in the area for chasing traffic, especially motor cycles, and often raced after buses.

Mr Justice Skinner ruled that Mrs Lever had been negligent in that she knew it was the dog's habit to chase traffic.

Nottingham City Council said last night that the clause under which Mrs Lever was covered was included as an optional extra to the house contents insurance policy offered to tenants.

### Citizen's arrest in golf ball row

Two wrongs did not make a right when a golfer and butcher confronted each other in the butcher's back garden, a judge said in the High Court yesterday. Mr Joseph Kennedy, a golfer, was retrieving a ball snatched by two Yorkshire Terriers, Sweetie and Bundles, owned by Mr Victor Hughes, a butcher. Mr Hughes said he suspected Mr Kennedy of being a burglar.

The ensuing incident, in which Mr Hughes made a citizen's arrest and held Mr Kennedy until the police arrived, led to the court hearing in London yesterday.

Mr Kennedy, aged 41, a solicitor, was awarded £50 damages against Mr Hughes, aged 45, for assault and false

imprisonment. But each man was ordered to pay his own costs, which are estimated at several hundred pounds.

The dispute should have been settled "by a handshake and a drink" rather than a court action, Mr Justice Nolan said. Mr Kennedy was wrong to trespass on Mr Hughes's garden next to the golf course at Harrow. But trespass was not a criminal offence justifying a citizen's arrest. The judge added: "These two wrongs did not make a right. They caused each of the parties to become intensely angry and caused bad feeling which exists even today."

The incident began on the seventh tee at Harrow School Golf Club on May 24th last year

when one of the dogs snatched Mr Kennedy's ball and took it home.

But when Mr Kennedy climbed through the garden fence of 16 Littleton Crescent to retrieve it, he was confronted by Mr Hughes.

Mr Kennedy, of High Street, Harrow, was allowed to leave when the police arrived. The next day he issued a writ.

The judge said Mr Kennedy "did what many men would have done in a similar position", but he was wrong, he became a trespasser. Mr Hughes was also wrong to detain him.

Mr Kennedy had made out his claim for assault and false imprisonment and would be awarded £25 on each count.

### European 'Supabus' cuts fares

By Michael Bailey, Transport Editor

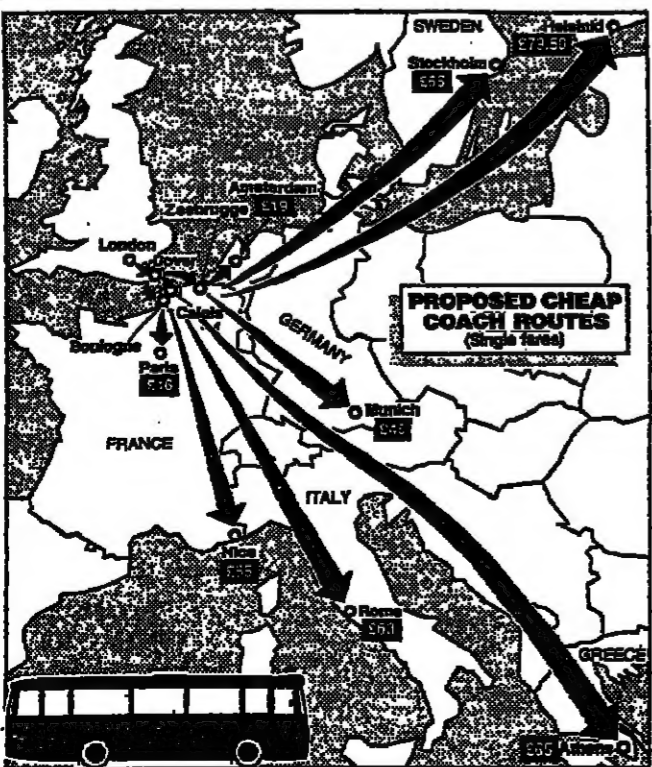
A new network of reliable low-cost coach services between Britain, the Irish Republic and the Continent is being launched by Scania's state-owned National Bus Company in association with British and Continental operators this week.

The fares will be far below regular rail and air fares, and in line with the cheapest bucket-shop air fares, which are not available to all the destinations.

A London to Paris return ticket would cost £28.50, London to Athens would be £107, London to Rome, £119, and London to Amsterdam, £34.

The emphasis is on safety and reliability as much as fares, after incidents in recent years when travellers have been stranded by coaches that failed to make the journey, or worse, suffered motorway accidents.

The British Government has been taking action against disreputable operators over the past year, and National Bus emphasized yesterday that its own coaches and those



of Continental partners would be approved by the governments of all countries.

Those are France, West Germany, Italy, Greece, Belgium, Holland, the Irish Republic, Spain, Portugal, Sweden, Norway, Finland and Switzerland.

The "Supabus" replaces the former private Magic Bus service which went out of business last Christmas. It will be managed for National Bus by Mr David Randall, aged 31, former general manager of Magic Bus.

# Tilcon is Thomas Tilling

## TILCON...

a five star service to the building and construction industry

Tilcon is one of the largest building services groups in the United Kingdom and U.S.A. Our wide range of construction materials covering quarrying, concrete, mortars, plasters, bricks, blocks, roads and roofing is backed by a five star team and five star service.



TILCON five star team-five star service

TILCON LIMITED, Corporation Hall, Corporation, North Yorkshire YO2 8AY, Tel: Harrogate 0422 282241, Telex: 57997.

Tilcon is one of Britain's largest producers of aggregates, providing materials and services for road building, construction and other uses. It has similar operations in the north east of the USA.

# Thomas Tilling



## The sum of our parts makes us strong

Builders' Merchants, Construction Materials and Services, Electronic Equipment and Supplies, Energy Equipment, Health Care, Electrical Equipment, Distribution, Insurance, Manufacturing Engineering, Furniture, Publishing, Textiles, Tiles and Pottery, Japan Trading.











# Sainsbury's Vintage Selection.

## It reads like the wine list in a good restaurant.

## Until you come to the prices.



If you're a wine buff who's been buffered by rising prices you'll welcome our Vintage Selection.

You'll find the quality familiar and the prices, quite often, nostalgic. All twenty-nine wines have been tasted and tested by our wine buyers, who have been working, if you can call it work, on this selection for 12 months. (Over 600 wines were considered before the final selection was made.)

All of the wines are ready to drink now though some are suitable for laying down.

Many of them come with established reputations like the Puligny Montrachet or Château Grand Puy Ducasse.

Some are more unusual, like the delicious dessert wine Moulin Touchais from the Loire – or our dry red wine from Portugal called Quinta Da Bacalhã.

Many are virtually exclusive to Sainsbury's and all bear our Vintage Seal on the label.

You'll find the complete list in 20 of our largest stores and a further 130 stores will carry a good selection.

We hope you'll enjoy reading about the wines below and that you'll be tempted to turn a wine list into something even more satisfying.

A shopping list.

### 1. Château Grand Puy Ducasse 1979 Pauillac.

A classic Claret from one of the most important communes in the Médoc. Full bodied with good fruit and tannin this wine will develop over the next three or four years into a fine wine of distinction. £7.45.

### 2. Château Jean-Fauré 1979 Grand Cru St. Émilion.

Like all St. Émilions this wine will drink younger than the great growth clarets and is already soft and fruity. The 1979 is delightfully drinkable and offers, along with elegant medium weight, a bouquet with a hint of violets. £5.45.



### 3. Château de Poncie 1981 Fleurie.

The true charm and distinction of one of the most delicate of the Beaujolais. Granite soil and the Gamay grape have combined in one of the more southerly Beaujolais villages to produce a wine which is soft, fruity and delicately perfumed. Superb with cold meats or cheese – but many would say with anything. £4.35.

### 4. Château Tourneau Chollet 1980 Graves.

Graves, a huge area of wine production to the south of Bordeaux is famed for its rich, slightly spicy red wines. Small proprietors abound in the area, producing wines which are firm when young and pay for keeping. Here is a pleasant fruity example of medium weight which will go happily with most meats or cheese. £3.60.

### 5. Château du Bousquet 1981 Côtes de Bourg.

Less well known than the Médocs which lie opposite, the wines of the Côtes de Bourg offer excellent value for money. The best of the slopes, near the river, include the vines from which this splendid example is formed. Although it will keep, it can be enjoyed now without hesitation. £3.20.

### 6. Gevrey Chambertin 1978.

Amongst the richest and most enduring of all the great Burgundies, this full-bodied and powerful wine, from the celebrated village on the slopes of the Côte de Nuits, will be enjoyed with the richer meats – a pheasant would be ideal. £8.95.

### 7. St. Amour 1980.

Produced on the granite soil of the most northerly of the nine nominated 'cru' villages which produce the best of the Beaujolais. St. Amour is fruity and fresh. £3.75.

### 8. Domaine de Palestor 1979 – Châteauneuf du Pape.

Châteauneuf du Pape is recognised the world over as the finest of the southern Rhône. Dark, strong and long-lived. This is a fine example from the rocky vineyard of one of the leading growers and two or three years more bottle age will improve it. £5.25. (Coming shortly)

### 9. Gigondas 1981.

Like its more famous neighbour Châteauneuf du Pape, Gigondas is a deep, hearty, robust red wine, taking its character from the Grenache grapes which predominate in the blend. It will hold its own with game, roasts, casseroles and all cheese dishes. £4.35.

### 10. Château la Borie – Rhône 1982.

This is the product of a vineyard which was totally replanted 20 years ago. (It has grown in reputation as a result.) The presence of Syrah and Grenache in the blend gives the slight peppery sensation on the palate which is so characteristic of a Rhône wine. £2.99.



### 11. Château Barreyres 1979 Haut-Médoc.

The Médoc, on the west bank of the river, is the most important red wine district of Bordeaux. Here, from just north of the Margaux, is an excellent fruity claret of medium weight, which has been made with great care and would even improve with a few years bottle age. £3.55.

### 12. Domaine du Colombier 1982 Chinon.

Though less well-known there are some fine fresh light reds from the gravel soils of the Loire. This one has a distinct fruitiness and pleasant acidity. It is best drunk young and will happily accept a degree of chilling. £3.75.

### 13. Château de Gougaud 1980 – Minervois.

From the hilly country of the Languedoc-Roussillon but with more of the Cabernet Sauvignon grape than is usual. This makes for a distinctive medium-bodied wine of charm – robust enough for most meats and cheeses. £4.99. (Magnum)

### 14. Clos de La Mouchère 1980 – Puligny Montrachet.

Another great classic dry French white wine. Produced to the north of Meursault and lacking some of its softness it is, perhaps, the ultimate accompaniment to oysters but enhances any fish or white meat. £8.45.

### 15. Domaine De La Bizolère 1982 Savennières.

The white Anjou wines to the western end of the Loire Valley are characteristically dry and full bodied – some say with the crispness of new apples. Here is a fine example, best drunk young and served chilled, it is slightly flowery with good acidity. £3.60.



### 16. Meursault Moillard 1980.

Meursault's Pinot Chardonnay grapes provide some of the world's great white wines. Rich, smooth and dry, but mellow. This is a fine example, soft and full, which will mature and improve for two or three years. £6.95.

### 17. Sancerre Les Perriers 1982.

This was a good year in the Loire, where the Sauvignon grapes grown on limestone produce elegant, dry white wines. This fresh and fruity wine from Verdigny is best drunk young and slightly chilled. £4.65.

### 18. Moulin Touchais 1964 – Anjou.

The valley of the Loire shelters the Chenin Blanc vines from which are made some exceptional white wines. In the limestone 'caves' at Doué la Fontaine lies a huge selection of some of France's best kept wine secrets. Moulin Touchais is one. The perfect dessert wine with plenty of fruit and a balanced sweetness best revealed when chilled. £5.75.

### 19. Château Terre du Moulin 1982 Entre-deux-Mers.

Between the 'two seas' of the Dordogne and the Garonne lies a vast area of wine production. The whites of this area are allowed the 'appellation'. Here is a crisp, fruity dry white wine from a grower with an established reputation for consistent quality. £2.75.

### 20. Clos St. Georges 1981 Graves Supérieures.

Long before Graves was known for the red wines with which it is now most associated, it had a high reputation for sweet white wines. Clos St. Georges is found on the borders of Barsac. It has depth, style and length, which come through impressively on the palate. £2.99.

### 21. Château de Beaulieu 1980 Coteaux Du Layon.

Beaulieu is one of only six communes in this sheltered area to the south of the Loire to be granted the 'appellation'. This is an exceptional medium sweet white wine with lots of fruit and an acidity of considerable length which give it great style and depth. At its best lightly chilled with fresh fruit. £2.80.

### 22. Muscat de Beaumes – De-Venise.

This is a naturally sweet white wine from the southern end of the Rhône Valley. The sun has ample time to develop the sugar and add a delicate perfume and flavour. A dessert wine of great distinction. £4.25.

### 23. Uerziger Würzgarten Auslese 1975 Moselle.

The Riesling wines of Würzgarten are sheltered by mountains and this fragrant and spicy sweet wine is produced from selected (auslese) grapes. Serve chilled with desserts or as a special aperitif. £5.99.



24. Domaine De La Bretonnerie 1982, Muscadet De Sèvre et Maine Sur Lie. This Muscadet is named after two of the Loire's great tributaries. It has the added fruit and body which results from the grapes remaining longer on the vines ('sur lie'). Ideal with fish – especially shellfish. A light, dry and refreshing white wine. £2.99.

### 25. Kiedricher Heiligenstock Kabinett 1982 Rheingau.

From the pride of Germany's wineland come some splendid and white wines. This one is no exception. Elegant and well-balanced it is a distinguished accompaniment to most white meat and fish. £4.20.

### 26. Deidesheimer Herrgottsacker Kabinett 1981 Rheingau.

Wines from the Palatinate are rich, well flavoured, and lively and Deidesheimer is regarded as one of the best villages. This is a light medium dry white wine and versatile enough for fish, poultry or a chilled aperitif. £4.10.

### 27. Apeironer Gewürztraminer Beerenauslese 1981.

Specially selected and overripe grapes from the Gewürztraminer vines at Apeiron in the Burgenland of Austria, produce a wine of concentrated sweetness and depth to compare with the best of the Sauternes. Lightly chilled it makes a superb accompaniment to fruit or dessert. £4.95. (Coming shortly)

### 28. Amarone Pasqua 1978.

This is a Recioto della Valpolicella – not to be confused with the more popular wine of the latter name. Only the grapes from the 'ears' of the vine which have begun to dry in the sun are used. The result is a dry red wine of high quality and full flavour. £3.95. (Coming shortly)

### 29. Quinta da Bacalhã 1981.

Portuguese red wines have been a rather well-kept secret for too long. This one produced from Cabernet Sauvignon grapes, matured in chestnut casks, is similar to a dry red Bordeaux. Like all Portuguese reds, it will improve with keeping. £3.65.

**Good wine costs less at Sainsbury's.**











A SPECIAL REPORT

# London Business School

Founded in 1965, the school is an autonomous institution within the University of London. This report marks the opening by Prince Charles yesterday of the Plowden building, which houses the school's five research institutes. Anthony Hilton, City Editor, reports



Prince Charles opening the London Business School's Plowden Building yesterday, with (right) Professor Jim Ball, Principal of the School.

The British educational system may have been first rate at producing administrators for an Empire, and is still quite good at grooming for the professions and the Civil Service, but it has not done so well at equipping the nation to fight in the international economic war. The result, at least in the mind of Professor Jim Ball, Principal of the London Business School, is there for all to see. While Germany and Japan place heavy emphasis at undergraduate level on preparing their young people for a future in management development, in Britain even now, with evidence of industrial decline and lack of competitiveness evident on all sides, there is still considerable scepticism about the need for and usefulness of management education. This is naturally something Professor Ball finds hard to take, though it no longer costs him the night's sleep it used to when he was younger. Having been with the London Business School since its founding in 1965, the last 13 years as Principal he has become accustomed to the knocks and has the requisite ready. People might snipe at "management education", he says, "but they find it harder to dispute the need to educate managers."

quite different from those provided in other universities, public sector institutions like polytechnics, or the private sector product available at colleges like Henley and Ashridge. And while it is probably fair to question not whether all these courses benefit the student, but certainly whether the resources might be better used if they were concentrated in a few centres rather than spread thin, there is little doubt that the LBS has carved for itself a place in the world's top ten of such institutions. It has not been easy. Nor for that matter has it been achieved by mindlessly following the recommendations of Lord Franks in the mid 1960's, when he advocated the creation of two "centres of excellence" to provide management education. That report said the college should provide a 12 month course leading to a postgraduate degree in management in tandem with long courses of up to 20 weeks to be attended by middle managers on leave from their companies. There was, says Professor Ball, no thought given to research, with the result that companies came to see the LBS as a sausage machine for middle management. The Professor and his colleagues basically rejected the Franks' concepts from the start, but this led to trouble in the

early 1970's, when the penny dropped in both industry and academic circles that the school was not doing quite what was expected of it. It is easy now to see that they were right, but one can understand why such moves caused controversy at the time. "We felt from the beginning that we had to have one basic course which would be on a par with the best that the leading American schools could offer," Professor Ball said. That meant the creation of a two year post graduate course leading to a masters degree. But it also meant that the students had to finance themselves because they would be too young to be financed by companies. "We did not ask companies to pay; but we did ask them to recruit the finished product," he says. "We relied on pull-through, not push-through."

The idea of 20-week courses also failed the practical test. "It was too long," says Professor Ball. "So it was replaced by shorter programmes of six to ten weeks." Finally, to attract staff, to build the reputation of the school, and to make a worthwhile contribution to the development of management thinking, the school devoted resources to research. Professor Ball took over at a difficult time, when the honeymoon was over. Neither party, academic nor industry, was

totally committed to make the marriage work. So from the start he tried to mend his fences with industry. This was coupled in the years that followed with the development of still more courses aimed at attracting managers for short breaks away from their offices, and reducing the dependence on overlong programmes. In the mid-Seventies this was taken a stage further with the launch of what is now one of the most popular products, the creation of 'bespoke' courses - programmes designed for a group of executives from a specific company and unique to them. Under Professor Ball's leadership there has also been a considerable expansion of the research programme. It now covers five areas, finances and accounting; economic forecasting; small business; public sector management; and business strategy, and absorbs roughly £1m of the school's £5m annual budget. But it is one of the most recent initiatives - the launching of a part-time masters degree - which gives Professor Ball most pleasure. The first 60 students are now well into their first year of what will be a three-year course. "Education can be very divisive," he explains. "One of the worst things we do in this country is educate civil servants in one place, managers in

another. We send them to specific colleges with their colleagues, and instead of being broadened out they become even narrower in their focus." Hence his high hopes for the new course. By making it part-time he hopes, and so far has succeeded, in attracting a mix of both public and private sector students, civil servants, professionals and industrialists. None of this has been easy, for the school has to pay much of its own way, with Government grants meeting just two fifths of its costs. The recession has dented student numbers, though things have recently begun to pick up while the influx of overseas students was hit by cutbacks in grants available to them. But again this has shown signs of improvement. It is a considerable achievement, therefore, for Professor Ball to be able to run what is now a £5m a year business at a profit and, as he says, it is a vindication from the marketplace that the LBS is providing something that industry needs. It still comes as a surprise, however, to learn just how small the operation is. The teaching staff is just 40, a figure made even more absurd by comparison with the 120 staff in the management and business studies department of the Central London Polytechnic, and the Alumnus Association is only some 3,000 strong. This

may be misleading in that students on short courses are not eligible to join, but the fact remains that the niggardly Government financing means the school basically turns out about the same number of graduates annually as it did when it began. Other things have most certainly changed, however. "When the school started and economic growth was being taken for granted, students basically wanted to be taught how to get round the Monopoly board faster than anyone else, and avoid landing on Mayfair and Park Lane", Professor Ball says. Now there is much less optimism. "Now they come to ask whether the game is still Monopoly, and if it isn't what game should they be playing?" he says. The emphasis on techniques has been replaced at least in part by concentration on issues and strategies. As a result, the LBS student today benefits not so much because he acquires specific skills, but rather from an increased confidence, increased awareness of priorities, and a greater ability not just to see the answers, but to know what the questions are. And long may it continue, for as Professor Ball says: "The mess in Britain was not caused by clever people, but by dull people with not enough imagination."



Professor Peter Moore: 'We were bursting at the seams'

## Getting the right style at Plowden

The London Business School's new Plowden Building was formally opened by The Prince of Wales yesterday May 26. On the inside there is the calm of academic life with lecture theatres, seminar rooms and an audio-visual and TV centre; on the outside there is a mixture of shops, a wine bar and pub. The venture between the school and Grand Metropolitan, no doubt applying classroom theories to the harsh realities of the commercial world. The London Business School even has a stake in the pub at the end of its Park Road property. The school is the landlord and is about to embark on rent review negotiations. In many ways the £4.2m Plowden Building marks the culmination of six years of planning and construction, which is designed to push the LBS into the forefront of world business teaching. Like another commercial property company, the LBS discovered the problems inherent in trying to tackle a major redevelopment in a historic part of London. Planners can be difficult at the best of times, and the school

discovered that they give no quarter to academic institutions. Development began with tearing down the original terrace and the architects, Westwood Piet Poole & Smart, had the delicate job of creating an exterior which embodied the original design. This included constructing almost 20 dummy chimney stacks to help satisfy the planner's sense of history. The building now forms the western extremity of a 5½ acre site in Sussex Place, on the edge of Regents Park, which the LBS bought from the Crown Commissioners on a 99-year lease in 1967. Plowden is far from the school's original premises, which were in a group of offices in Northumberland Avenue. This was the school's home for the first five years of its life from its inception in 1965. Work finally got under way on the Park Road development in February 1981, when the contractors, WS Try, began demolishing the dilapidated terrace of Georgian houses. It was topped out just over a year later by Lady Plowden. The building is named after Lord Continued on page 16

**'NatWest congratulates London Business School on the opening of the new Plowden Building and wishes the School continued success...'**

**National Westminster Bank**

# The Americans are coming – to learn

Perhaps the greatest unifying achievement of the London Business School is that the Americans are coming, not to tell the British how to run the place, but to see what they can learn to improve the programmes they offer back home.

Things have changed in the near 17 years of the school's existence, but that simple fact is highly significant. It means not just that the London Business School has gained international recognition, but that business education is now seen as an international not a national or American discipline.

This means, in turn, that the popular image of business schools is now even more at odds with reality than it once was. The belief that they taught management as a science responsive to rules and formulae has gone with the realization that economic growth can no longer be taken for granted. There is no longer a belief in an American management formula with a universal application and relevance, no matter where in the world it is applied.

Actually, there never really was such a formula, but techniques certainly were more heavily emphasized in the past than they are, say one of the LBS's senior staff, Professor John Stopford, the academic dean. "Management education did not exist in this country 20 years ago, so the founders of this school had to learn as they went along," he says. "But it has matured and gained in confidence tremendously in the last 10 years. Today we do not retreat behind technique. We talk about issues from experience. The school's self-confidence greatly improves the value of the education it gives."

Because business schools operate in such a dynamic area, they have to develop along with the art itself. This puts a premium, which the Americans have now recognized, on watching closely what all the schools round the world are doing, learning with them and learning from them.

In the LBS's case, the links are strongest with the United States. Many of the staff have studied or taught there, and the school has a raft of agreements under which it exchanges staff and students for a few months at a time, to give them a grounding in an alternative culture.

But the programme is far more wide ranging than that. According to Professor Stopford, the school has close links with France, particularly with INSEAD, the famous French business school, and similar institutions in most Western European countries. In some of these the flow of information is one way; in others it is a two way process. But in all cases it is valuable.

Professor Stopford gives Spain as a typical example of a one-way flow. The LBS has a joint venture with a business school in Madrid, under which they get our technology, we get their culture. "The technology is the basic teaching skill – how to teach marketing. The culture is the opportunity to send some of each year's student intake to that country (or any of the dozens of others where similar links have been forged) to give the students exposure to the language, a heavy dose of a different philosophy of life and business, and an opportunity to see at first hand how companies operate in a different country."

"The great benefit for the students is that it creates awareness. It opens their minds and modifies their behaviour," says Professor Stopford.

## Getting an international dimension

A short course abroad is not enough to make a student internationally aware, any more than a day trip to Boulogne produces a boulevard of Francophiles. Rather the internationalism which has become a hallmark of the LBS has been created by the staff and students, bringing the world to the classrooms off Regent's Park. "The aim is to give each subject an international dimension," says Stopford. "Ultimately, we are trying to develop effective competitive behaviour. So we question British competitiveness in world markets, to see, not how to succeed in Britain, but in the global economy. We are searching for better ways to ask the questions and view the problems, and to do that we need a map of the world, not a plan of Birmingham."

It is because business is now worldwide that Professor Stopford has resisted the creation of an "international business" study area. Rather all subjects have to have appropriate doses of internationalism.

In doing this Professor Stopford is reflecting the world today. The front pages report new steel plants in Korea, and prime ministers negotiate for new car plants from Japan. And what happens at the other end of the earth can have a dramatic and often fatal impact on a British business caught off guard. So, says Professor Stopford, the international awareness in courses will have to become greater still.

The underlying principle is to look at the world and thereby understand Britain better. "If we teach marketing in France, the aim is not to create an expert who can cover the Loire in waders. Rather it is to make the businessman aware of how marketing works in France, and from that knowledge to look with new eyes at things he has always taken for granted there. He learns another way of doing things. It may not be applicable to the United Kingdom because of differences in cultures – something which admirers of Japanese techniques often overlook – but it has relevance."

Another aspect of the growing international awareness has been to focus on the shortcomings of earlier management teaching. Too much of the earlier theory was culture free – meaning that it took no account of the environment in which the manager operated – and therefore had only a limited effectiveness.

"There is no such thing as a universal way of looking at management," Professor Stopford says, "but there is an international base of techniques. There are rules of analysis, which apply in most countries, which give you a feel for the basic problems of a business and the way it could develop. But there is no core of answers to these problems which can apply internationally."

He is equally critical, too, of the tendency to ignore government. "Once you operate internationally, you have to take into account the behaviour of government, rather than stick your head in the sand and pretend it does not exist and does not interfere," he says. One of the keys to better management, he believes, is developing managerial awareness of politics and how politicians are likely to behave.

In all this, he and his colleagues have been helped by the LBS policy, which from the beginning has sought to attract a high proportion – often up to 30 per cent – of students from overseas.

Obviously the students benefit from learning with people from quite different backgrounds. Professor Stopford says, but it also helps keep the staff on their toes. "If we tried to teach too much about industrial relations in Britain, then the overseas students justifiably protest that such specific knowledge is of limited value. It is useful because, although that area has to be part of the curriculum, the protests remind even the staff that they do not serve the students best by being obsessed by the problems of Britain."

Anthony Hilton

Peter Gorb, head of the new design management unit, and John Stopford, academic head

## New Plowden

Continued from page 15

Plowden, who was the school's first chairman of governors from 1965 to 1975.

From inside the "quadrangle" which has now been formed by the Plowden Building, the brickwork matches the rest of the school, and at ground level an arched colonnade links it to the original school block. The designers have tried to create, with some success, the effect of a cloister.

The real purpose of Plowden is to provide badly needed extra facilities. The block has a 60-seat lecture theatre (the Wolfson), three large and eight smaller seminar rooms, a large informal teaching and reception room, named the Fairbairn Room, and office accommodation for 74 teaching, research and administrative staff.

Development work on the Plowden Building allowed the LBS to develop a set of studios to a high specification offering students a full range of audio visual and television facilities. In the Pocock Studio, work on the facilities had to be delayed until the building was completed. It is now fully operational and the school has started running week-long negotiating courses for middle management. The seminars are filmed.

Such equipment allows the school to help familiarize its students with the art of "playing to the cameras", and helps them to develop techniques which may become extremely useful later in business life.

Completion of the Plowden Building has allowed the LBS to rehouse and expand its important research departments whose work has become an established factor in business and economic decision taking in this country. The school realized a long time ago the importance of creating the right atmosphere for its research section which, apart from giving the LBS prestige on a worldwide basis, provides a very necessary source of income.

Although the LBS and its sister institution, the Manchester Business School were founded on the direction of the government, money is not quite so forthcoming from Westminster. The money which was needed to pay for the Plowden Building was raised through 120 corporate donations, together with the school's own financial resources.

Professor Peter Moore, the deputy principal, says: "Before the Plowden Building was completed, we were literally bursting at the seams. Its construction allows us to increase our student intake by 40 per cent."

Today there are between 450 and 500 students, compared with just over 300 in the pre-Plowden days.

A certain amount of limited construction is still underway on two small blocks on either side of the new building. Work on the five houses to the north of the block should be completed soon and the renovated properties will provide 28 study bedrooms for executive students.

The final phase of work covers the three listed white houses at the other end of the Plowden Building which is also expected to be completed soon.

It will not be long before all the work is completed and the whole terrace will be fully functional. All that will remain will be to let the remaining 10 shop units on the outside ground floor level. Then the school will not only be teaching but also earning money for itself in the true spirit of free enterprise.

If the success of The Boaters wine bar is anything to judge, then the school will have little difficulty in transforming classroom principles to solid business expertise.

Baron Phillips  
Property Correspondent

## Electricity has the power to cut your process costs.

Throughout industry more manufacturers are switching to electricity with impressive results. Electricity has the proven ability to reduce costs of operation.

Look at how these three companies have benefited by switching to electricity.

### Electric melting – the key to higher efficiency and lower costs.

British Engines Limited halved their melting losses on copper alloys, achieved melting four times as fast and cut energy costs by 60 per cent with their change from fuel-fired furnaces to an electric melting system.

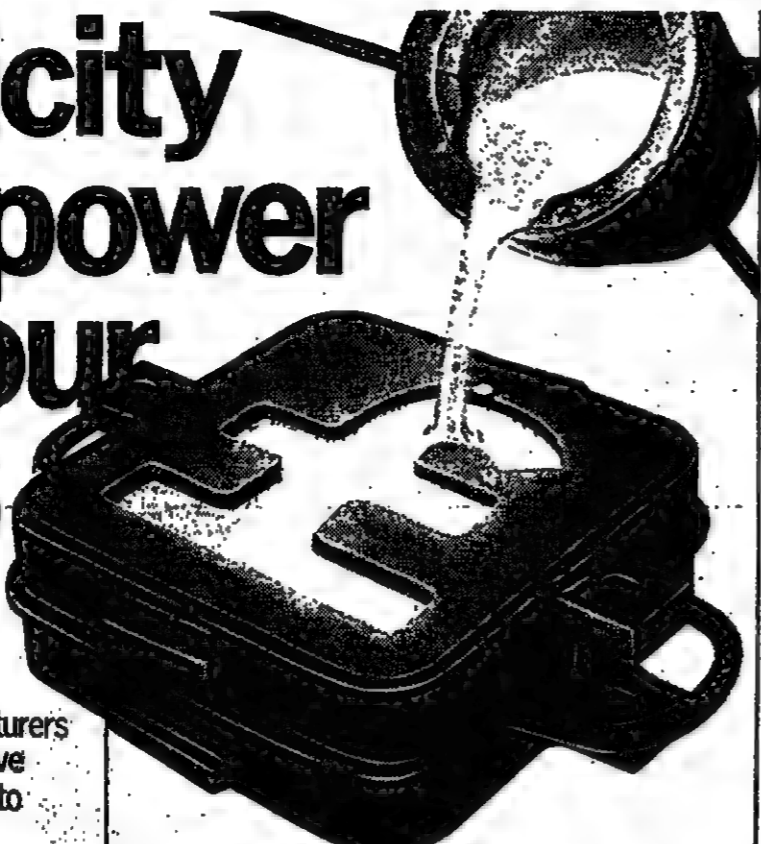
### Electric immersion heating cuts capital costs by 90 per cent.

Plasplate Limited needed to find the most controllable, clean and cost-effective tank heating method for their new automated plating line. Electricity met these requirements. The cost of installing an electric immersion heater system proved to be only one tenth that of tank heating with steam.

Operating costs are significantly lower with a 20 per cent saving in tank size and a substantial reduction in costly process solutions.

### Electric infra-red oven reduces energy costs by 25 per cent.

Rylands Limited installed an infra-red oven which has proved extremely flexible in operation; temperature control is accurate, heating is rapid, rejects are lower and there is



a 25 per cent saving in energy cost compared with the previous stoving operation.

In addition, the capital cost of installing the oven was 60 per cent less than the alternative gas oven. Besides streamlining production it has released floor space and improved the working environment.

These are just a few instances of manufacturers profiting from the efficient use of electricity. An Industrial Sales Engineer from your Electricity Board can help you to see how electricity can cut your process costs.

For further information please mail the coupon.

To: Electricity Information Service PO Box 2, Farnham, Middlesex TW14 0TG.  
Please send me more information on:  
☐ Electric copper melting  
☐ Electric process liquid heating  
☐ Electric drying  
☐ Please arrange for an Industrial Sales Engineer to contact me.

Name \_\_\_\_\_  
Position \_\_\_\_\_  
Company \_\_\_\_\_  
Address \_\_\_\_\_  
Post code \_\_\_\_\_ Telephone No \_\_\_\_\_

**THINKELECTRIC**  
We have the power to help you.

The Electricity Council, England and Wales.

MS 551

## Congratulations from Reed International PLC.



One organisation, 50 unique and significant businesses

The Taylor Woodrow Team  
congratulate the London Business School  
on the occasion of the opening of the new Plowden Building  
by His Royal Highness The Prince of Wales.

Experience in Construction, Engineering, Design, Energy and Homes – Worldwide.

TAYLOR  
WOODROW  
11111

If you would like more information about Taylor Woodrow, please complete the coupon and send to the appropriate address.

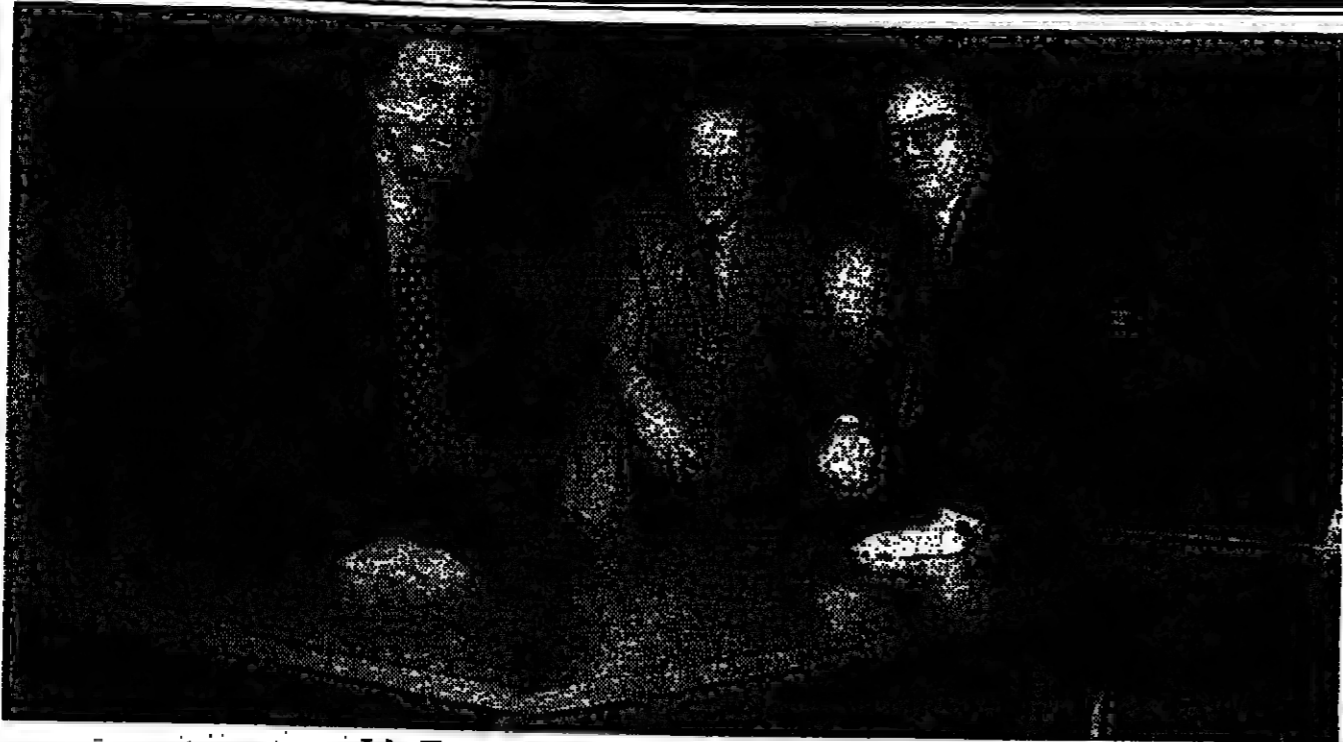
Name \_\_\_\_\_  
Address \_\_\_\_\_  
Business \_\_\_\_\_  
Position Held \_\_\_\_\_

☐ UK CONSTRUCTION, Tel Page: Taylor Woodrow Construction Ltd.,  
Taywood House, 345 Ruslip Road, Southall, Middlesex UB8 3QX.  
☐ OVERSEAS CONSTRUCTION, Don Venus, Taylor Woodrow International Ltd.,  
Western House, Western Avenue, London W5 1EU.

T27/5

مكتبة الشامل

## LONDON BUSINESS SCHOOL



John Hunt, David Chambers and Walter Reid of the LBS

## Putting executives on target

"An indication that your employers think well of you" is how one participant explains his satisfaction at being chosen to go on the London Business School's London Executive Programme. Indeed, sending a practising manager on the 10-week residential course represents a significant commitment from both employer and participant - involving an investment in fees of more than £6,000 in addition to time away from the job.

Intended to help able managers make the transition from specialist into general management, the LEP programme started in 1966 and was one of the first courses introduced by the school. The aim is to enable experienced managers with a typical age of about 38 not only to fill in specific gaps in their knowledge but also to debate with and measure themselves against individuals in other fields.

"Managers who have completed the course should feel more able to communicate with and indeed manage a wider range of people than before," says Mr David Chambers, the programme director. "They should be aware of a much wider range of options in their own companies and be much less likely to follow their noses".

Dr David Hall, works manager at the British Steel Corporation's light products works at Stocksbridge in Sheffield is quite positive that attending the programme specifically helped his career. His argument is that selection alone represents an objective assessment of merit "a badge to

wear" which can be recognized by a variety of employers. Dr Hall was able to test his argument during the steel workers' strike a few months after completing the programme. He found that having completed the course helped him obtain a job offer as technical director by another employer. The alternative job offer in turn influenced his progress within the BSC.

"It kept me on target but has not put me ahead of comparable managers," says Mr Martin Harker, area advances manager at the National Westminster Bank. However Mr Harker does feel it has helped him do his job better. He cites a single piece of advice as having proved to be of particular value. This was that when in doubt about a decision he should ask himself the question "What if?" - ie what would be the consequences - in his case of lending or not lending.

After seven or eight years in the National Health Service Mr Alasdair Liddell, district administrator of the Hammersmith and Fulham Health Authority valued the opportunity to reflect on wider management issues. He came away with the changed perception that "managing was not so much about running or administering an organization as questioning its direction and trying to influence it". He also found useful the opportunity to scrutinize managers in other types of operation. Despite his own lower pay and perks he concluded that there was no one else with whom he would have wished to swap jobs.

There are a sprinkling who come from small and medium-sized firms. On the present programme there is a sole trader who also happens to be the first participant to benefit from a new scholarship scheme introduced by the school in an attempt to improve female representation. By contributing £2,000 towards the fee, the scholarship is intended to help up to two women per session sponsored by their employers.

Three weeks into the course Carolyn Dunn, an advertising and marketing consultant describes it as "extremely worthwhile so far".

Although she considers it to be "a very big gamble" to stay away from a one-person business for such a long period she applied for the scholarship because, after two years of working on her own she "felt isolated" and "out of contact with the world". She feels particularly fortunate in that 50 per cent of the participants of her particular programme come from overseas. She is enjoying views about different politics and cultures. Less enjoyable is the emphasis on numeracy. "It came as a shock to someone more used to thinking in words or pictures", she admits.

Because she deals regularly with big businesses as clients, Miss Dunn does not share the criticism made by an earlier participant, Mr Simon Goodman, managing director of Vandal Shoes, a family owned company based in Norwich. Mr Goodman feels that there was too much material related to

large firms with £10m plus turnovers to be useful to him. On the positive side, however, Mr Goodman, who trained as an accountant, values the insight into areas such as organizational behaviour which were new to him. Like most participants he also welcomes the social contacts made with fellow course members even though these have not been of direct benefit in improving business performance in the two years since he completed the programme.

An attempt to widen the spread of participants through the women's scholarship scheme is only one of several changes introduced by Mr David Chambers since he took over as programme director last December.

The changes are based on a dossier of suggestions from participants put together jointly with his predecessor, Mr Philip Law. As a result, international emphasis has been stepped up and more attention is being given to management information in the non-financial areas together with the implications of cheap computing facilities. More generally, the curriculum has been tightened up to reduce the amount of discretionary time.

The tightening-up process stems partly from a wish to give sponsors better value for money in a recession and it also relates to feedback from participants and faculty alike. Evidently both want to work under more pressure in the 1980s.

Patricia Tisdall



A relaxing moment for Dr John McGee and Professor Dean Berry

## Fielding the largest team of business academics

Less than a year since it was established, the Centre for Business Strategy at the London Business School is well on the way to becoming the largest team of academic researchers world-wide in the practical area of business policy and competitive strategies.

There are already six full-time researchers which should rise to ten by the summer and could possibly near 15 by next year. It will give the centre more firepower intellectually than even Harvard Business School, according to Professor Dean Berry the American who is chairman of the centre.

The centre was set up in August last year with the financial backing of the Gatsby Trust whose funding comes from Mr David Sainsbury, the largest single shareholder in the J. Sainsbury supermarkets chain. The trust has put up an inflation-proofed £1.25m over five years.

The centre's key concern is the continuing decline in competitiveness of British industry and the role played in this by the poor strategic management of British companies.

Mr Sainsbury's thinking in providing the initial funding - additional funding from other sources will also be pursued so the centre's work can expand further - was that he shared a widespread feeling that there was a considerable need for better strategic thinking in British industry.

The centre already has well advanced a study of the reprographics industry, the copiers market which includes British companies such as Gestetner and Ronco Vickers, but in which Japanese makers are on a strong force.

One researcher on this

project has spent six months in Japan studying the methods, the strengths and the possible weaknesses of the Japanese manufacturers. "This is the sort of approach any company in any area should have because intelligence on what is going on is the key," said Dr John McGee, director at the Centre.

A study of new entry strategies in the computer industry, including the software side, is involving fieldwork in the United States which in September will be expanded by investigations in the UK.

It underlines one of the centre's key concerns with examining international markets and industries as the context for company performance and behaviour.

A large-scale study which will be starting this summer is planned into the office electronics field. This was prompted by the investigation of the copier market, but Dr McGee is anxious to explore the much more complex structure of the whole office market because there is still a considerable British company presence in what is an expanding sector.

As well as the "sunrise" industries the centre is also planning to investigate the more

traditional, mature industrial sectors where the bulk of British investment capital is still tied up. A major study will be made probably either of automotive components or the petrol and diesel engines sector.

There are some smaller-scale studies of new technology industries including biotechnology and fibre optics. But fibre optics is one area where the centre has brushed up against the difficulty of grudgingly being given access to information by companies.

Elsewhere, the centre's researchers have met a more varied response. Dr McGee said: "In engineering, for instance, while there is sensitivity about closures and capacity, companies are pretty receptive to the idea of an outside opinion."

There are also plans to investigate the chemicals sector where there have been exchanges of capacity between companies as well as capacity restructuring schemes in basic industries like metals.

Key research issues as well as the problem of declining British competitiveness are the British multinational companies, exploration of company exit decisions from particular sectors, management buy-outs, intervention by development agencies, patterns of diversification and patterns of competition within industries.

Ultimately the concern of the centre is with the competitive outcome of decision-making in companies, says Professor Berry. "We believe there is a need to demonstrate the application of strategic ideas and concepts to problems perceived by real firms." That compares with most other academic inquiries which develop ideas that only eventually might be picked up

and used at the company level.

Professor Berry went on: "Business problems do not always arrive neatly labelled and packaged. Of significance to us is the need to adapt existing ideas and concepts in the context of individual strategic problems as they arise." Working backwards from specific cases can lead to the invention of new perspectives.

The centre expects to make an impact at national as well as company level. "We shall be controversial and I think it is right we should be," said Professor Berry. "If the Department of Industry, say, produces a plan for a sector which we believe doesn't stand up then we would say so."

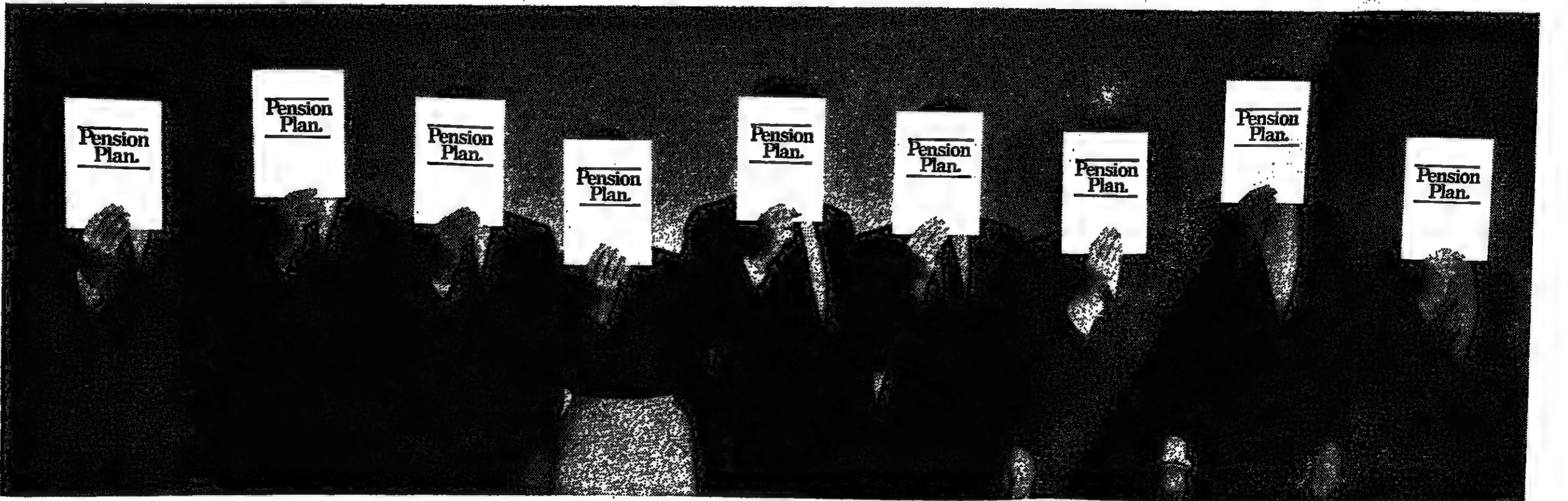
Blending the ultra-practical approach with the academic has meant that the research team is likely to include recruits which do not meet normal academic standards. "Someone may not have produced any academic publications but could otherwise be exactly the person we need," said Professor Berry.

A balancing factor as the centre pursues its aim of securing maximum public, social and corporate impact will be the make-up of its council to which eight business leaders are planned to be recruited.

Among those who have already agreed to serve on the council are Mr Ian Hay Davison, deputy chairman and chief executive of Lloyd's of London, Mr David Walker, one of four executive directors of the Bank of England, Dr John Westhead, managing director of Bowthorpe Holdings and Mr David Plastow, managing director and chief executive of Vickers.

Derek Harris

Commercial Correspondent



# If you can't spot the professional, something's wrong.

His pension plan ought to mark him out for a start.

Because he needs something more than a normal self-employed pension plan. As a professional person, he needs a plan that reflects his own very particular set of requirements. Unfortunately, until now, finding a plan like that has been a lot easier said than done.

In fact obtaining all the benefits a professional needs may often mean taking out two or even three different plans—

something which very few professionals have the time to organise. As a result many people make do with ordinary schemes – and miss out on benefits which one day could be crucial.

Hence the need for Legal & General's Professional Pension Plans. Plans which bring together all the major developments made in the field in the last two years.

Giving you a whole range of benefits to choose from within a single plan.

Special rates for your partnership, for example. And Partnership Protection should one of the partners leave or die.

In addition there are substantial loan facilities to give you privileged finance for personal or partnership use.

Plus a feature which takes care of the premiums for you

during a long term illness.

In fact everything necessary to arrange a secure future for yourself and your partnership.

And to make your pension plan stand out from the crowd.

For further information about Legal & General's Professional Pension Plans, contact Allan Coombe

on Burgh Heath 53456. Or ask

your usual insurance adviser.

**Legal & General Professional Pensions.**



Best wishes  
to the  
London Business School  
from



Component Technologies Worldwide

## LONDON BUSINESS SCHOOL

# Research pulls in the big money

Research into a wide range of business prospects and problems is not just a cornerstone of the teaching role of the London Business School. It is also currently attracting annually some £600,000 worth of sponsored research from a wide range of companies and organizations.

It takes the school's research teams to the leading edge of

many specific problems, from ethnic business and case studies in human relations to economic model building and measuring television audience flow.

Since key researchers also are involved in the school's courses, a more than normally acute sense of business realism pervades its work.

Research plays a more important role at London than probably at any other business school in Europe, according to Professor John Hunt, the Faculty Dean who specializes in studies in human relations.

Professor Jim Ball, the principal of the London Business School, sees this as a sign of success. One market test of a business school is that it must earn substantial sums of money in the market place from teaching in order to survive, he points out, but there was a second market test relating to a school's capacity to generate research support in the open market.

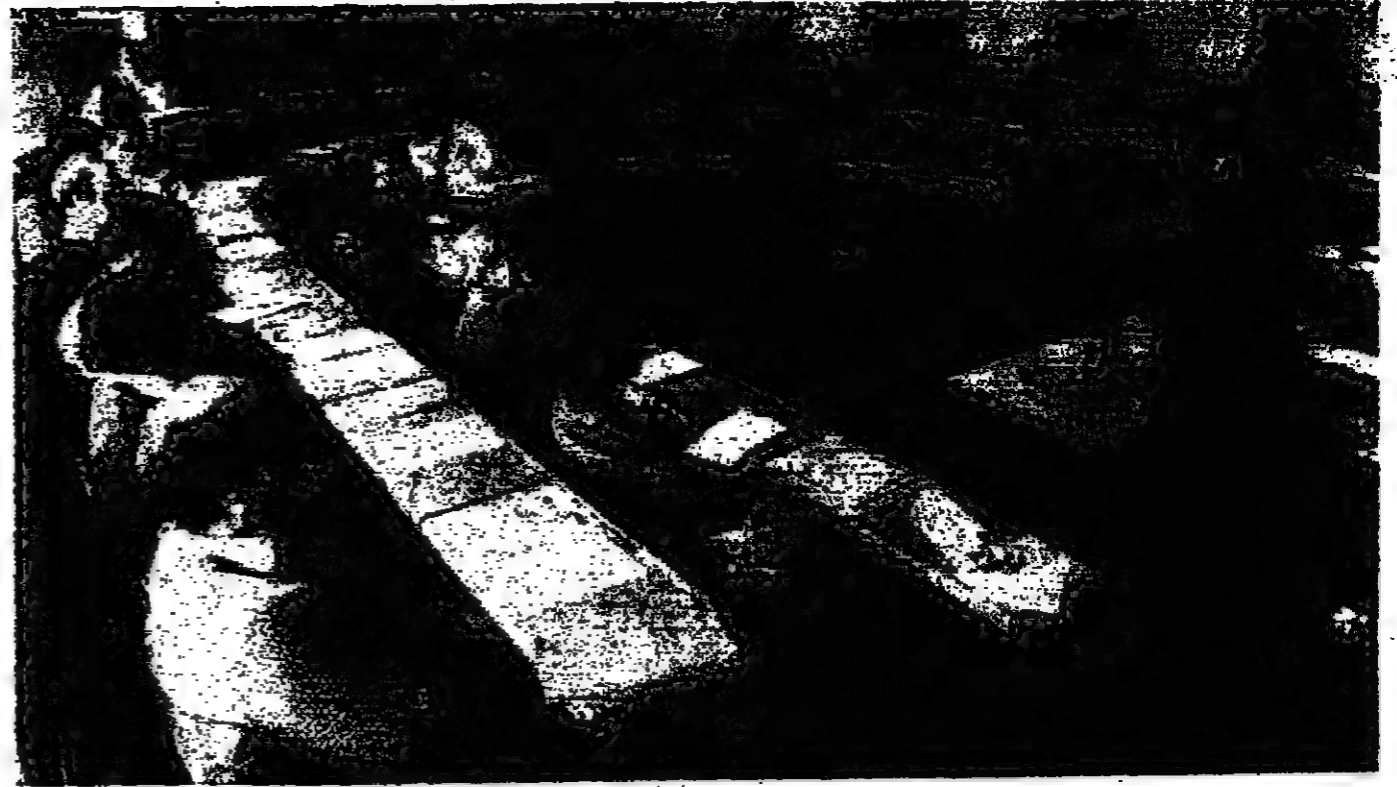
"First-class continuing education programmes should rest on a research basis and a postgraduate activity which would attract the right kind of staff of high quality necessary for both kinds of educational programme," he says.

The strength of the faculty in a research-orientated school is the specialized knowledge and ability of faculty members, he went on. "They are not there simply to act as organizers of syndicates and to chair seminars, even allowing for the fact that such activities are of importance in our work. I expect a good business faculty to have something important to say within their field of specialization which is significant for managers."

Professor Ball has no time for those who say a business school is insufficiently close to industry. "The external demands on the services of my colleagues, year in and year out, make it clear that our involvement with industry, commerce and government extends far beyond the walls of this school," he said.

There is an even greater necessity for effective managers in today's recession-purged business climate than there was in the ebullient 1960s. A combination of rapid technological change, fierce competition and sluggish overall growth is forcing a reassessment of priorities.

After a decade of disillusionment following early optimism, results are at last emerging to indicate that management



Students listen to a lecturer in the modern Wolfson theatre

and radio programmes and to popular branded goods.

Professor Hunt acknowledges the national impact of the school's economic forecasts, but he believes that the Institute of Finance and Accounting is also now wielding a major influence.

Year	£000	%
1973-74	103	(12.8)
1974-75	277	(22.8)
1975-76	366	(23.8)
1976-77	370	(22.5)
1977-78	490	(21.7)
1978-79	462	(21.1)
1979-80	527	(20.2)
1980-81	526	(17.2)
1981-82	537	(15.8)
1982-83	694	(17.1)

Percentage of total LBS income

Its research covers a wide range, from corporate finance and portfolio investment, to financial accounting and the social aspects of accounting.

The institute now markets a range of research-based financial services. A computer programme valuing financial leases is used by some 45 companies. Many portfolio investors use the quarterly risk measurement service, which can be used to judge the risk factor of specific ordinary share holding.

The risk investment service covers some 2,000 listed companies in 84 different British industries. Well established in the United States, risk measurement is now becoming more widely known in the United Kingdom because of the work of the school's institute.

There is also a transactions analysis service, which measures the effect of deals on the value of a total equity portfolio. It evaluates whether the deals have beaten the market.

A strategic asset allocation service is another planning tool for investment managers and pension fund trustees. Fund managers can examine the consequences of changing a fund's proportional involvement in 22 different varieties of British and foreign securities.

Founded in 1974, the institute claims now to be Europe's leading academic institution in finance and accounting. With a faculty of more than 20 it also claims to be the largest business school centre for finance in Europe under its director Professor Richard Bradley.

The public sector management institute is breaking new ground. Its main concern are the issues arising from management of planning in the

nationalized industries and other public services, including local authorities.

Professor Hunt says that although it is still rare to find in the public sector anybody with graduate training in management, things are starting to change. There had been increasing pressure on the school to move into that area and run programmes for among others, the Civil Service, he said.

Nationalized industries have been calling on the school's expertise for some time and support for research has come, among others, from British Rail, the National Coal Board, the Central Electricity Generating Board and the British Airports Authorities.

There could be further expansion of the London Business School's research activities. One possible new institute could investigate data analysis, says Professor Hunt. Another tentative idea is to look at human problems within organizations, investigating problems that are likely to be thrown up as new technologies lead to more people working at home.

Derek Harris

On the occasion of the opening of  
The Plowden Building, Esso are pleased to wish the  
**LONDON BUSINESS SCHOOL**  
continuing success.



## Graduates fulfil promise

graduates are fulfilling their early promise. A recent analysis of Master graduates of the London Business School - the first major British university centre to be devoted entirely to management education - shows that by last summer 40 per cent had reached director level or above. The survey covered 242 out of the total of 1,200 who have graduated since the Masters programme started in 1966. Considering that the first graduates are now only in the middle forty age group, the results are impressive.

Among its distinguished old boys, the LBS numbers Mr John Egan who was appointed chairman and chief executive of Jaguar Cars at the age of 43. Mr Egan, who graduated in 1968, was a member of the LBS's first master class. Like many MBAs (Masters of Business Administration) Mr Egan's career spans several companies including Shell, General Motors and Massey Ferguson before he arrived in 1980 in his present position.

Another distinguished ex-LBS student is Mr Ron Dearing, chairman of the Post Office who completed one of the first Sloan Fellowship Programmes in 1969. Mr Dearing has demonstrated even more flexibility in his career than Mr Egan. After more than 30 years in the civil service reaching to top echelons as a Deputy Secretary in the Department of Industry, Mr Dearing moved out to head the newly separated (and then seriously ailing) postal side of the Post Office Corporation in 1980 at the age of 50.

During the first year of the programme there is a core of compulsory subjects. But in the second participants can select to concentrate on 11 subjects from a choice of more than 50. In addition all students have to work on two projects working closely with companies on actual problems.

Although its stringent entry standards have prompted accusations of intellectual arrogance, the LBS has always also held experience in high regard. Operated alongside the Masters Programme are a variety of courses designed for practicing managers. One of the first of these was the Executive Development Programme (now the 10-week London Executive Programme). This is aimed at helping specialists move into general management. Another early development was the

equivalent to the MBA awarded by the leading American business schools. Students on the Masters Programme have an average age of 27 and will typically have spent four years in employment between obtaining their first degrees and coming to the LBS.

More recent has been the Senior Executive Programme, a six week course designed for managers concerned with policy issues. In response to the increasing reluctance of able managers to take time away from their jobs is the Continuing Executive Programme which runs over modules of two-weeks. There is, in addition the New Enterprise Programme intended to help people who are about to start new small businesses, with a wide variety of short specialist programmes.

While the majority of the executives attending the development programmes are sponsored by their employers, most of Masters class are supported by a combination of grants, scholarships and their own savings.

Some have made considerable personal sacrifices in order to complete the course and all have a lot of financial leeway to

London Sloan Fellowship Programme. Designed to provide an educational bridge for promising young executives in the 30 to 40 age range this is an intensive nine-month general management course.

More recent has been the Senior Executive Programme, a six week course designed for managers concerned with policy issues. In response to the increasing reluctance of able managers to take time away from their jobs is the Continuing Executive Programme which runs over modules of two-weeks. There is, in addition the New Enterprise Programme intended to help people who are about to start new small businesses, with a wide variety of short specialist programmes.

While the majority of the executives attending the development programmes are sponsored by their employers, most of Masters class are supported by a combination of grants, scholarships and their own savings.

Some have made considerable personal sacrifices in order to complete the course and all have a lot of financial leeway to

make up in lost earnings. The fact that high paying employers have tended to be either American-based multinationals, financial institutions or consultants led to some over-optimism from manufacturers. In terms of job area, production last year rated a zero score as far as LBS Master graduates were concerned as it did in 1981 while in 1980 it represented only 6 per cent. Finance was the work area of 37 per cent while marketing - jobs absorbed a further 29 per cent.

The tendency for early MBAs to job hop at their employer's expense is one of the reasons given by employers for not sponsoring candidates. However, with hindsight, it could be argued that the undoubted resentment problems experienced with the MBAs in the late 1960s and early 1970s could have lain as much with the employing organizations as with the newly minted business schools. The leaner companies of the 1980s may be better equipped to make use of intelligent, ambitious managers who are thirsty for responsibility - even if they are also over priced, arrogant and rash - than were their predecessors.

Patricia Tisdall

# THORN EMI

congratulates the  
London Business School  
on the opening of the  
Plowden Building,  
completing its second phase  
of development.

The Company believes that  
developing its managers is  
developing its business.  
The London Business School  
is assisting in that.



## The rigorous Masters programme

Lord Franks, whose report in 1963 led to the expansion of business schools in Britain emphasized the importance of "a framework of knowledge" in recommending the formation of two centres of excellence - one linked to the London School of Economics the other to Manchester University.

Previously, apart from the courses offered by independent schools such as Ashridge Management College or Henley, the only formal qualification available for managers was the part-time Diploma of Management Studies started by the Ministry of Education in 1961. For the first time LBS and then Manchester offered people of proven intellectual ability (a first degree or equivalent) formal preparation for entry into management as a career. By 1976 more than 20 universities had management schools or centres or at least large departments of management studies. By 1981 some 42 universities were offering a bewildering variety of one-year and two-year courses of widely differing standards.

As well as being the first, the LBS claims that its full-time two year Masters programme is the most rigorous. It leads to an MSc degree in Business Studies of the University of London, which the LBS reckons is fully



London  
Business  
School

London Business School, recognised as a leading international business school, offers the following Executive Development Programmes:

**THE SENIOR EXECUTIVE PROGRAMME** - a challenging six-week programme for senior managers who are assuming wider general management responsibilities and who will be involved increasingly in making long-term strategic decisions.

Dates:  
12 February - 23 March, 1984.

**THE LONDON EXECUTIVE PROGRAMME** - an intensive 10-week programme of learning and interaction for managers with key contributions to make to their companies' future success. The programme's focus is on building and sustaining competitive advantage in the international and national markets of the mid-80's.

Dates:  
L.E.P. 37: 2 October - 9 December, 1983  
L.E.P. 38: 29 April - 6 July, 1984

**THE CONTINUING EXECUTIVE PROGRAMME** - a modular general management programme for directors and senior managers in small to medium sized businesses with three full-time sessions at the School each of two weeks spread over 16 months.

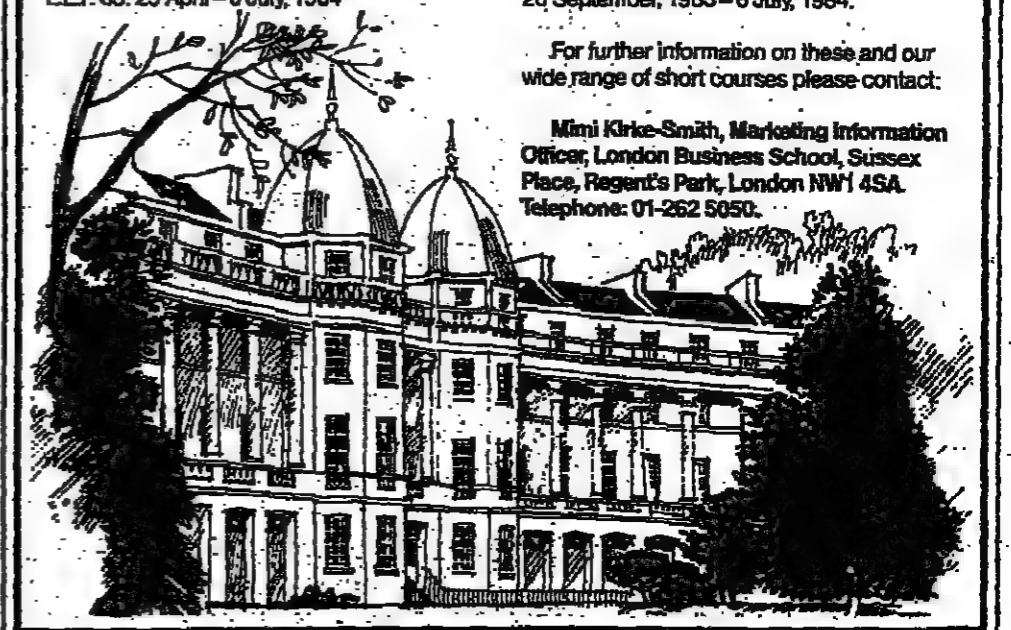
Dates:  
Stage 1: 20 February - 2 March, 1984.  
Stage 2: 15 - 26 October, 1984.  
Stage 3: 10 - 21 June, 1985.

**THE LONDON SLOAN FELLOWSHIP PROGRAMME** - an intensive 9 month general management programme for experienced and successful people, typically in their thirties, who are in the process of making a major career advance.

Dates:  
26 September, 1983 - 6 July, 1984.

For further information on these and our wide range of short courses please contact:

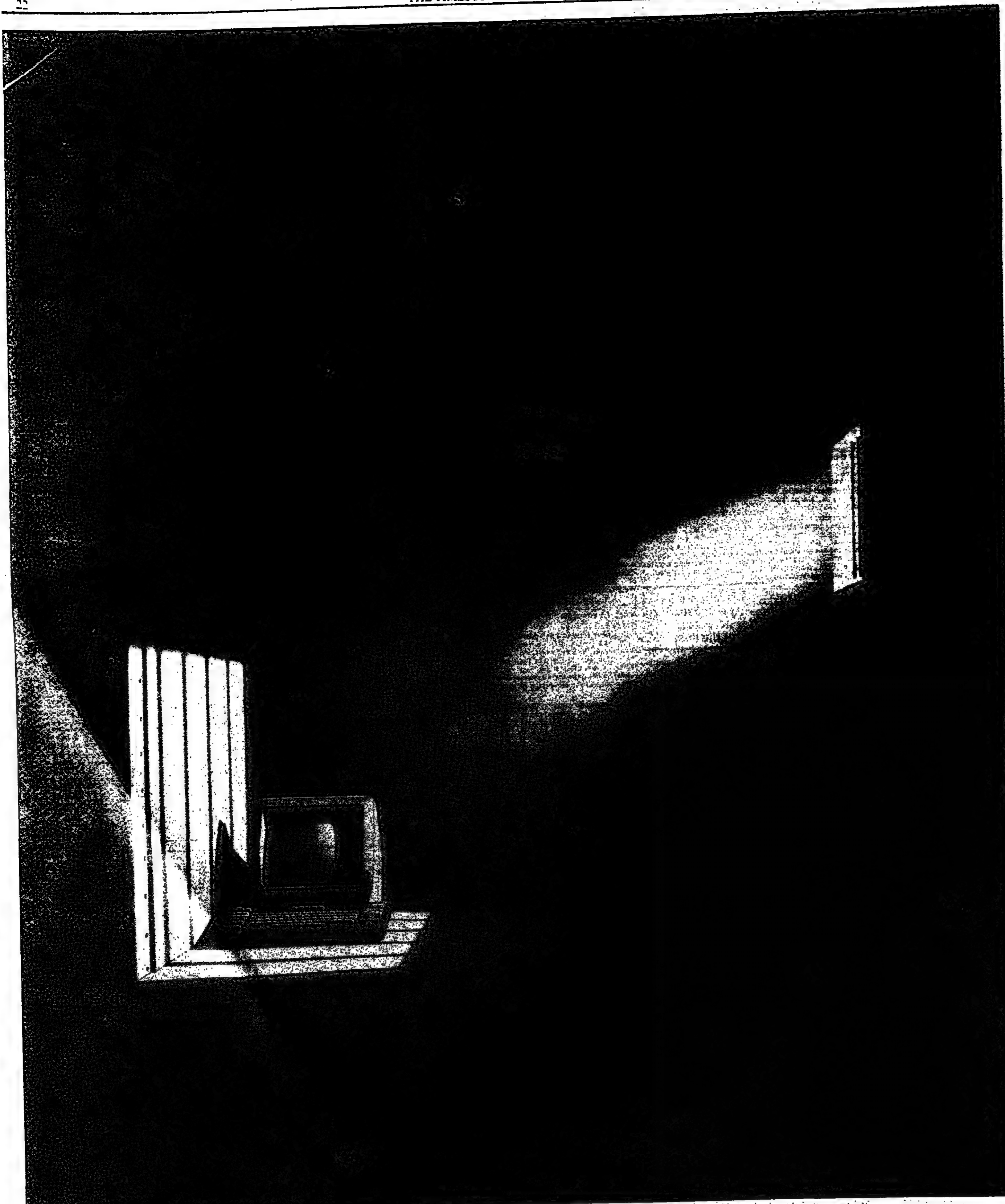
Mini Kriks-Smith, Marketing Information  
Officer, London Business School, Sussex  
Place, Regent's Park, London NW1 4SA.  
Telephone: 01-262 5050.











But then, most word processors ask for it.

They might as well spend their time in solitary confinement in the office word processing department, because that's all they can do: process words.

Not so with ICL's DRS word processing systems. They have another string to their bow. They can communicate.

This vital ability has enabled ICL to create the DRS Document Storage System, a true 'electronic filing cabinet'. Linked into a common network, every single DRS word processor—wherever it may be situated—can call up, store and update information held in a central electronic file.

All the right people can have instant access to oft-repeated documents like standard letters, and they'll be spared the trouble of

## It's criminal what some people do to word processors.

going through files of floppy discs every time they want the right document.

And, of course, the system can grow as your company grows. You can add more screens, more printers, and more storage, whenever you need them.

Most importantly, though, DRS word processors are an integral part of ICL's distributed office system.

Which means that they are far more than word processors. They are information processors.

For more information, dial 100 and ask for Freefone ICL. Or send the coupon to: ICL Infopoint, ICL House, Putney, London SW15 1SW.

Name \_\_\_\_\_ Position \_\_\_\_\_  
Company \_\_\_\_\_  
Address \_\_\_\_\_

**We should be talking to each other.**

**ICL**

West  
com  
man  
prog  
resp  
new

West  
com  
man  
prog  
resp  
new

Lynx  
com  
man  
prog  
resp  
new

## FOOTBALL: THE QUIET SOLOIST WHO ORCHESTRATED VICTORY OVER THE VIRTUOSI OF JUVENTUS

## Magath shows what the world is missing

Athens (Reuters) - When the jeweller gets round to engraving the European Cup he could do worse than inscribe it: "1983 - Hamburg (and Felix Magath)". Magath, aged 29, joined the competition's list of all-time greats at the Olympic Stadium here on Wednesday with a virtuoso performance which left Juventus, of Italy, looking strictly second fiddle.

Hamburg's 1-0 victory, which took the cup back to West Germany for the first time since Bayern Munich completed their three triumphs in 1976, was due almost entirely to Magath, and not just for his eighth-minute cup-winning goal. His was a spellbinding display highlighted by a 25-yard left-foot shot. The ball dipped, spun, swerved and did everything but whistle "Zorba the Greek" on its way to the back of the net, leaving Dino Zoff in goal mesmerized.

Magath has every reason to look back on his night's work with the utmost satisfaction. For sitting among the 75,000 spectators was Jupp Derwall, the West German national team manager, who chose to ignore Magath's rare midfield artistry during the World Cup in Spain last summer.

Many still feel that if Magath had given a prolonged run in Spain instead of one appearance on the left wing West Germany

may not have gone down 3-1 to Italy in the final.

A thoughtful and quiet man, Magath quit the international scene after the World Cup. Although Derwall offered him the chance of adding to his collection of 24 caps, Hamburg's chief architect refused to go back on his decision.

That is a pity for West Germany and world football. For Magath totally eclipsed the highly paid stars of Juventus and looked the natural successor to Overath and Netzer, West Germany's previous midfield orchestrators.

Although it was the sixth successive time the European Cup had been decided by one goal Wednesday's match was a big improvement on recent years.

The Hamburg coach, Ernst Happel, came up with the right tactics, pushing his full backs, Kaltz and Wehmeyer, into the Juventus half of the field and denying the captain of France, Platini, the room to weave his usual magic.

The defender, Jakobs, was another hero, snuffing out the threat of Rossi, who was eventually substituted by Maroccino in the fifty-fifth minute. Juventus never recovered from Magath's early strike and seldom threatened Stein in the Hamburg goal.



"Felix Magath" cup temporarily in the possession of Hrubesch (left) and Jakobs

## From riches to ruins in Athens

Athens (Agencies) - Not surprisingly, after the defeat of Juventus in the European Cup final here on Wednesday evening, it seems likely that the Italian champions will have to rebuild their team if they are to achieve their ambition of winning the trophy. Having spent the best part of £4m on Paolo Rossi, Michel Platini and Zbigniew Boniek, the only thing the Italians have proved is that money cannot always buy success.

The President of the Italian Football Federation called Juventus' performance "The worst performance by any Italian team in a European final", and the Juventus manager, Giovanni Trapattoni, quickly agreed.

Trapattoni, who collected two European Cup-Winners' up medals with AC Milan in the 1960s, now looks certain to rip up his team sheet. But he may have to be quick about it since he himself could well be replaced.

Betega was Juventus' best player until he was injured in the second half, but he has played his last game for Juventus. He is moving to Toronto Blizzard and others who may leave the Stadio Comunale include Rossi and Boniek.

It has been an open secret in the Juventus headquarters this week that they would not stand in Rossi's way if he wanted a move. Rossi floated on the periphery of the action in the final and Boniek, too,

was but a shadow of the player who excited in Spain.

Boniek was the dominant player at Wembley, but at Juventus he is just one of a number of world-class players and he has never really settled in. Perhaps his best game was against Aston Villa, at Villa Park, in the quarter-final.

Juventus' veteran goalkeeper, Dino Zoff, who is now 41, may also be missing next season. There was talk before the final that Juventus had made an offer for Zoff's international understudy, Ivano Vordon, of Internazionale, immediately, the word went round that Zoff would continue for one more season. But on Wednesday's night's display, it is time he quit.

Such is the pressure on Trapattoni that this season must be considered a failure. Juventus have surrendered the League championship to Roma and meet the same club again in the quarter-finals of the Italian cup.

Should Juventus lose, they will then have to be content with a place in next year's UEFA cup, a poor reward for a club which has set its heart on becoming champions of Europe.

ROME: Press reaction to Juventus' defeat ranged from the muted, predictably, operative and the hysterical. The *Gazzetta dello Sport*, which manages to devote at least six pages to soccer news seven

days a week for most of the year, was unrelenting. "Juve, betrayed us", blared the headline, introducing six pages just on the final. The caption next to a photo of Hamburg's goal asked the Juventus goalkeeper: "Zoff, what did you do?"

*La Repubblica* was more neutral: "The great dream of Juventus crumbles at Athens." In two pages of comment, the paper admitted that Hamburg were the best team, but criticised the referee for several decisions.

In Juventus' home town of Turin, *La Stampa*, a paper closely associated with Gianni Agnelli, Juventus' patron and head of the car manufacturers, Fiat, reported the defeat in neutral terms, but again had to concede that Hamburg had played better.

The Roma daily, *Il Messaggero*, which naturally tends to support Juventus' rivals, Roma, could hardly conceal its glee. Nevertheless, it was generous to Juventus in front-page comment which appeared under the headline "Juventus dream up in smoke."

The Turin-based *Tuttosport* said that, for Juventus, the match was a "Greek tragedy" and the *Corriere dello Sport* growled: "The cup is cursed." The player most criticised was Juventus' World Cup hero, Rossi, who was - humbly - substituted in the second half.

## World Cup draw in March

Zurich (Reuters) - The draw for the 1986 World Cup qualifying competition has been tentatively set for March next year, the International Football Federation (FIFA) said yesterday. FIFA's general secretary, Joseph Blatter, said this would enable matches to start after the final of the European Championship in Paris on June 27.

Mr Blatter said he expected FIFA to continue their practice of grouping countries on the strength of their international performances, in Europe's case performance in the European Championship providing a guide. He added that the 1986 World Cup organizing committee would meet for the first time in Mexico City on June 7. Mexico was awarded the 1986 finals at a FIFA executive committee meeting in Stockholm last Friday.

Mr Blatter ruled out any early meeting with the International Olympic Committee (IOC) to continue the stalled talks on player eligibility for next year's Olympic finals.

MANCHESTER (Reuters) - Manchester City boss Tampa Bay Rowdies' 1-0 in the opening game of the four-team Sunshine International tournament. Tenast scored in the thirty-third minute for City, who are returning to the second division after an absence of 17 years.

Leicester City's defender, John O'Neill, is almost certain to miss tomorrow's British Championship match against England at Windsor Park, Belfast, with strained right ankle ligaments. He twisted the ankle in the scores draw with Scotland at Hampden Park on Tuesday.

## Scot signs for Chelsea

Joe McLaughlin, the Morton centre half, has been sold to Chelsea for £90,000. He leaves Cappichow Park having made more than 200 appearances in the league and 12 for the Scottish under-21 side. Joining him at Chelsea will be Clyde's Scotland youth international, Pat Nevin. Eddie Niedzwiedzki, the Wrexham goalkeeper, has also been signed by the London club, for £35,000.

Malcolm Allison, the Middlesbrough manager, wants to sign the Chelsea forward, Bryan Robson. Allison, who has transferred Shearer and Hankin, said: "Robson could do an excellent short-term job for us and be a big influence on our young players."

Steve Jacobs, of Coventry City, yesterday became the fifth player to reject the club's new contract terms. The manager, Bobby Gould, confirmed he had received a written rejection from Jacobs.

## CYCLING

## A day for British riders to forget

By John Wilcockson

British riders will remember the fourth day of the Milk Race as a difficult one that they will be glad to have behind them. It began with a testing 88 miles of racing through the narrow lanes of Essex and Suffolk, a stage won delightfully by Denis Palazzi, of France, and ended last night with 20 laps around a closed one-mile circuit in the streets of Ipswich.

Things looked black for the British professionals in the afternoon, when Palazzi, a former from the Pyrenees, and Kevoslav Palov, a Czechoslovakian student, went through Sudbury, Gainsborough's birthplace, with a lead of more than four minutes. The two riders had been out in the wind for 40 miles after getting together at Boreham, 28 miles from the start in Harlow.

Just 20 miles remained, and the Czechoslovakian team was performing a successful blocking operation, hampering the intermittent chasing efforts of the two overall leading teams, West Germany and the British professionals. Palov, who is lying second in the climbers competition, was the leader on the road at this point, only two minutes behind the overnight leader, Peter Becker, from West Berlin.

The professionals, with Wednesday's winner Phil Barton, prominent, set about reducing the deficit, because the German amateurs did not seem up to the task. The gap was cut to 2 mins 30 sec with five miles remaining, when the professionals, team leader, Tony Doyle, received a puncture. Three of his colleagues waited to pace him back, leaving Sean Yates to lead out Sid Barras for the eventual sprint for third place and its time bonus of 10 seconds.

Palazzi, easily outpaced the Czechoslovakian to win the stage, but only one minute later made other 60 riders arrive. Just before the finish, and demonstrated his great strength by working his way through to take fourth place in the sprint (sixth on the stage).

This sprint was won significantly by Malcolm Elliott of Great Britain Amateurs, who seems to have found the confidence that makes him a potential winner of this magnificent Milk Race. Elliott pipped the year-old Barras - "I definitely haven't got the speed I used to have" - and Becker, who thus retained his yellow jersey.

Not so fortunate were Mark Bell, the former British amateur champion, and Jean-Luc Morel, of France, who were both brought down on the last corner, when a Polish rider fell.

RESULTS: Stage 4A, Harlow to Ipswich, 88 miles. 1. D Palazzi (Fr), 3hr 20min 20sec. 2. M Bell (GB Amateurs), 3hr 21min 45sec. 3. S Yates (GB Amateurs), 3hr 22min 10sec. 4. S Barras (GB Amateurs), 3hr 22min 45sec. 5. P Becker (West Berlin), 3hr 23min 10sec. 6. J Williams (GB Amateurs), 3hr 23min 45sec. 7. M Morel (Fr), 3hr 24min 10sec. 8. W Palov (Czechoslovakia), 3hr 24min 45sec. 9. S Doyle (GB Amateurs), 3hr 25min 10sec. 10. J Williams (GB Amateurs), 3hr 25min 45sec. 11. M Bell (GB Amateurs), 3hr 26min 10sec. 12. S Yates (GB Amateurs), 3hr 26min 45sec. 13. J Williams (GB Amateurs), 3hr 27min 10sec. 14. S Barras (GB Amateurs), 3hr 27min 45sec. 15. P Becker (West Berlin), 3hr 28min 10sec. 16. M Bell (GB Amateurs), 3hr 28min 45sec. 17. J Williams (GB Amateurs), 3hr 29min 10sec. 18. S Doyle (GB Amateurs), 3hr 29min 45sec. 19. W Palov (Czechoslovakia), 3hr 30min 10sec. 20. D Palazzi (Fr), 3hr 30min 45sec.

## GOLF

## Challenge to Faldo

By Mitchell Platt

Nick Faldo attempts to win a record fourth tournament in succession in the £90,000 Sun Alliance PGA championship, which starts at Royal St. George's today.

Faldo, who has won the French Open, the Martini International and the Car Care Plan International during the last three weeks, is also chasing his fourth PGA title, having won in 1978, 1980 and 1981.

Founded in 1887, the Royal St. George's club is steeped in tradition and recognized as a golfing haven. As Bernard Darwin once wrote, it is "as nearly my idea of heaven as is to be attained on any earthly links." It was at Royal St. George's that J. H. Taylor, in 1894, won the first Open championship to be held outside Scotland. His aggregate was 326. It can be stated with some confidence that the winner this week will require to score closer to the 276, four under par, than the Bill Rogers posted to win the Open in 1981.

In his current form, Faldo must feel confident of accumulation to right figures. He is 31 under par for the tournament rounds he has completed since returning from the United States. He will, however, be

compelled to play a different game since a strong northerly wind has dried the course and the forecasters say that the weather will remain settled but windy in this corner of Kent. So the bump-and-run shot will be vital, and even Faldo was surprised when his tee shot in the short third in the pro-am yesterday bounced 10 feet into the air.

The opposition to Faldo will include the Australian, Greg Norman, who three weeks ago today underwent a cartilage operation. Norman entered hospital early in the morning and he emerged on crutches later that same day. It is not so long ago that a cartilage operation would have removed a minimum of three months from a sportsman's career. Now, with laser surgery, Norman is back on the fairways without a scar to show, although his stamina will be severely tested.

Sevenside Balliestra, Sandy Lyle and Bernhard Langer, who was runner-up to Rogers in 1981, also compete in what promises to be an enthralling bank holiday weekend for golf spectators.

More golf, page 24

## Westland - technology working.

Westland - technology working to meet the competitive challenges of the world's markets - markets that are becoming progressively more difficult. The Westland response is to make major investment in new product developments.

Westland 30 - Britain's new award-winning civil and military transport helicopter, already in service with British Airways and Airspur of Los Angeles. Westland 30 was financed by the Company and has now been reinforced by H.M. Government who, accepting its competitive strength, have provided further investment to support the development of derivatives.

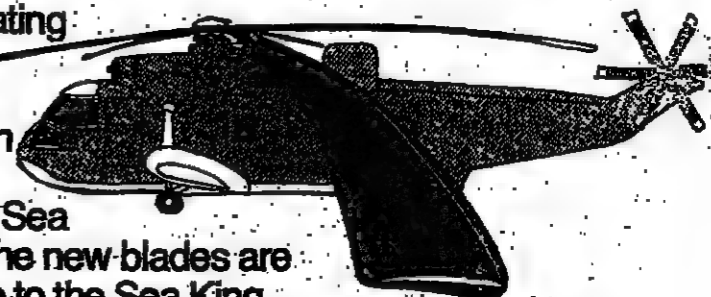
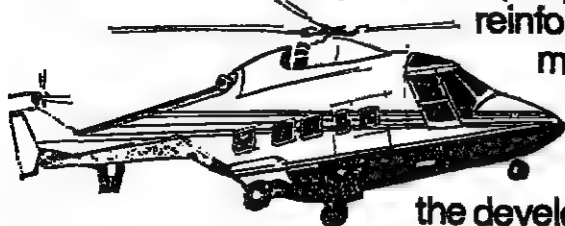
Lynx 3 - The newest and most advanced development of the Team Lynx range of military helicopters. A high technology battlefield helicopter with day or night all weather capability.

EH 101 - The product of a collaborative venture between Westland and Agusta of Italy. Full development approval by the governments of the U.K. and Italy is expected during 1983 for this anti-submarine, tactical utility and civil helicopter with a world market potential approaching 1,000 helicopters. Development of EH 101 will be funded jointly by industry and government in Britain and Italy.

AP 188 - The world's first diesel-powered amphibious hovercraft with a 100 seat civil capacity and high suitability for numerous military roles. Now in passenger service with Hovertravel in U.K., this cost-effective and low noise hovercraft capitalises on Westland advanced skirt technology and is already the subject of worldwide interest.

Composite blades - A major advance in the development of helicopter technology. Composite rotor blades will directly replace metal blades, have a much longer life and considerably reduce maintenance and operating costs.

The initial production is for the Westland Sea King but the new blades are applicable to the Sea King range of helicopters which are in worldwide service from several manufacturers. Westland Aerospace Division is responsible for composite blades business, one of a wide range of products developed from the Westland technology base.



# Westland

Yeovil, England.

Westland Review 82 illustrates technology working across the full range of our activities; if you would like a copy please write to the company.

Westland plc Westland Helicopters, British Hovercraft, Normair-Garrett and the Westland Technologies Division, comprising Westland Engineers, FPT Industries, Saunders-Roe Developments, Helicopter Services, Westland EMG and Westland-Sitec, E.H. Industries (jointly with Agusta of Italy)



## RACING: CONFIDENCE GROWS FOR THE LOCALLY-TRAINED KUWAIT TOWER

trained on. He has pleased his handler in his preparation and looks all set to give the master of West Ilsley his third Derby triumph. Lomond is my third horse against the field.

Trying to solve the annual puzzle of "who rides what?" is never easy. At Wednesday night's Press Club dinner in London Vincent O'Brien, the guest of honour, said that if the present dry weather continues Pat Eddery will probably seek his third Derby triumph on Lomond. In that event Bill Shoemaker, the diminutive "Drogheda" genius, will be on board Salmon Leap.

This is a logical development as whatever private preference Eddery may feel for Salmon Leap it would be hard for him to forsake the colt who showed such splendid speed when winning over £200,000 guineas and such courage when a runner-up to Waseel in the Irish equivalent.

Michael Stoute, having had Shoemaker snatched from under his nose, has therefore engaged Bruce Raymond on Shearwater. The Newmarket trainer had always had a high regard for Raymond's abilities and this strong rider is sure to get the best out of the third stringer. Robert Samplers's bow, which he has been riding since

## Sedgefield

**2.15 FERGUSON POSTER HURDLE-**  
(Selling handicap: 2873: 2m) (21  
runners)

[illegible][illegible][illegible][illegible]

16	Master Whiskers 8-11-7	
17	Master Whiskers 8-11-7	Ed Smith 7
18	Master Whiskers 8-11-7	
19	Master Whiskers 8-11-7	
20	Master Whiskers 8-11-7	
21	Master Whiskers 8-11-7	
22	Master Whiskers 8-11-7	
23	Master Whiskers 8-11-7	
24	Master Whiskers 8-11-7	
25	Master Whiskers 8-11-7	
26	Master Whiskers 8-11-7	
27	Master Whiskers 8-11-7	
28	Master Whiskers 8-11-7	
29	Master Whiskers 8-11-7	
30	Master Whiskers 8-11-7	
31	Master Whiskers 8-11-7	
32	Master Whiskers 8-11-7	
33	Master Whiskers 8-11-7	
34	Master Whiskers 8-11-7	
35	Master Whiskers 8-11-7	
36	Master Whiskers 8-11-7	
37	Master Whiskers 8-11-7	
38	Master Whiskers 8-11-7	
39	Master Whiskers 8-11-7	
40	Master Whiskers 8-11-7	
41	Master Whiskers 8-11-7	
42	Master Whiskers 8-11-7	
43	Master Whiskers 8-11-7	
44	Master Whiskers 8-11-7	
45	Master Whiskers 8-11-7	
46	Master Whiskers 8-11-7	
47	Master Whiskers 8-11-7	
48	Master Whiskers 8-11-7	
49	Master Whiskers 8-11-7	
50	Master Whiskers 8-11-7	
51	Master Whiskers 8-11-7	
52	Master Whiskers 8-11-7	
53	Master Whiskers 8-11-7	
54	Master Whiskers 8-11-7	
55	Master Whiskers 8-11-7	
56	Master Whiskers 8-11-7	
57	Master Whiskers 8-11-7	
58	Master Whiskers 8-11-7	
59	Master Whiskers 8-11-7	
60	Master Whiskers 8-11-7	
61	Master Whiskers 8-11-7	
62	Master Whiskers 8-11-7	
63	Master Whiskers 8-11-7	
64	Master Whiskers 8-11-7	
65	Master Whiskers 8-11-7	
66	Master Whiskers 8-11-7	
67	Master Whiskers 8-11-7	
68	Master Whiskers 8-11-7	
69	Master Whiskers 8-11-7	
70	Master Whiskers 8-11-7	
71	Master Whiskers 8-11-7	
72	Master Whiskers 8-11-7	
73	Master Whiskers 8-11-7	
74	Master Whiskers 8-11-7	
75	Master Whiskers 8-11-7	
76	Master Whiskers 8-11-7	
77	Master Whiskers 8-11-7	
78	Master Whiskers 8-11-7	
79	Master Whiskers 8-11-7	
80	Master Whiskers 8-11-7	
81	Master Whiskers 8-11-7	
82	Master Whiskers 8-11-7	
83	Master Whiskers 8-11-7	
84	Master Whiskers 8-11-7	
85	Master Whiskers 8-11-7	
86	Master Whiskers 8-11-7	
87	Master Whiskers 8-11-7	
88	Master Whiskers 8-11-7	
89	Master Whiskers 8-11-7	
90	Master Whiskers 8-11-7	
91	Master Whiskers 8-11-7	
92	Master Whiskers 8-11-7	
93	Master Whiskers 8-11-7	
94	Master Whiskers 8-11-7	
95	Master Whiskers 8-11-7	
96	Master Whiskers 8-11-7	
97	Master Whiskers 8-11-7	
98	Master Whiskers 8-11-7	
99	Master Whiskers 8-11-7	
100	Master Whiskers 8-11-7	

this season. They got 11-8 Gray  
Harwood, 9-4 Henry Crid, 3-1  
Michael Slatte, 6-1 John Dunlop,  
20-1 others.

**OFFICIALS:** @Owens: Sledgehammer  
Forester; Chase course, good to soft; turtle  
course soft. Ayr good. Postwings good to  
soft. Haystack good to soft. Trenchard  
good. Postwings good. Southwell  
good. Warlock soft. Carmar good. Lingfield  
good.

**OFFICIALS:** SCATCHERD: Derby States  
Royal Ascot, Royal Ascot, York  
course, Nelly Harwood, Northway, Looking  
for My Niece, Lord the Gammon, Start  
the Show, The Duke of Devonshire, The  
Vicar, Voltaire, Oaks, Sussex Espers, Lady  
Catherine, Coventry  
course, Redoubt, Derby States, Royal Ascot

**BUNTERS:** SCATCHERD:

**POSTWINGS:**  
1.43-1.44-1.45-1.46-1.47-1.48-1.49-1.50-1.51-1.52-1.53-1.54-1.55-1.56-1.57-1.58-1.59-1.60-1.61-1.62-1.63-1.64-1.65-1.66-1.67-1.68-1.69-1.70-1.71-1.72-1.73-1.74-1.75-1.76-1.77-1.78-1.79-1.80-1.81-1.82-1.83-1.84-1.85-1.86-1.87-1.88-1.89-1.90-1.91-1.92-1.93-1.94-1.95-1.96-1.97-1.98-1.99-2.00-2.01-2.02-2.03-2.04-2.05-2.06-2.07-2.08-2.09-2.10-2.11-2.12-2.13-2.14-2.15-2.16-2.17-2.18-2.19-2.20-2.21-2.22-2.23-2.24-2.25-2.26-2.27-2.28-2.29-2.30-2.31-2.32-2.33-2.34-2.35-2.36-2.37-2.38-2.39-2.40-2.41-2.42-2.43-2.44-2.45-2.46-2.47-2.48-2.49-2.50-2.51-2.52-2.53-2.54-2.55-2.56-2.57-2.58-2.59-2.60-2.61-2.62-2.63-2.64-2.65-2.66-2.67-2.68-2.69-2.70-2.71-2.72-2.73-2.74-2.75-2.76-2.77-2.78-2.79-2.80-2.81-2.82-2.83-2.84-2.85-2.86-2.87-2.88-2.89-2.90-2.91-2.92-2.93-2.94-2.95-2.96-2.97-2.98-2.99-3.00-3.01-3.02-3.03-3.04-3.05-3.06-3.07-3.08-3.09-3.10-3.11-3.12-3.13-3.14-3.15-3.16-3.17-3.18-3.19-3.20-3.21-3.22-3.23-3.24-3.25-3.26-3.27-3.28-3.29-3.30-3.31-3.32-3.33-3.34-3.35-3.36-3.37-3.38-3.39-3.40-3.41-3.42-3.43-3.44-3.45-3.46-3.47-3.48-3.49-3.50-3.51-3.52-3.53-3.54-3.55-3.56-3.57-3.58-3.59-3.60-3.61-3.62-3.63-3.64-3.65-3.66-3.67-3.68-3.69-3.70-3.71-3.72-3.73-3.74-3.75-3.76-3.77-3.78-3.79-3.80-3.81-3.82-3.83-3.84-3.85-3.86-3.87-3.88-3.89-3.90-3.91-3.92-3.93-3.94-3.95-3.96-3.97-3.98-3.99-4.00-4.01-4.02-4.03-4.04-4.05-4.06-4.07-4.08-4.09-4.10-4.11-4.12-4.13-4.14-4.15-4.16-4.17-4.18-4.19-4.20-4.21-4.22-4.23-4.24-4.25-4.26-4.27-4.28-4.29-4.30-4.31-4.32-4.33-4.34-4.35-4.36-4.37-4.38-4.39-4.40-4.41-4.42-4.43-4.44-4.45-4.46-4.47-4.48-4.49-4.50-4.51-4.52-4.53-4.54-4.55-4.56-4.57-4.58-4.59-4.60-4.61-4.62-4.63-4.64-4.65-4.66-4.67-4.68-4.69-4.70-4.71-4.72-4.73-4.74-4.75-4.76-4.77-4.78-4.79-4.80-4.81-4.82-4.83-4.84-4.85-4.86-4.87-4.88-4.89-4.90-4.91-4.92-4.93-4.94-4.95-4.96-4.97-4.98-4.99-5.00-5.01-5.02-5.03-5.04-5.05-5.06-5.07-5.08-5.09-5.10-5.11-5.12-5.13-5.14-5.15-5.16-5.17-5.18-5.19-5.20-5.21-5.22-5.23-5.24-5.25-5.26-5.27-5.28-5.29-5.30-5.31-5.32-5.33-5.34-5.35-5.36-5.37-5.38-5.39-5.40-5.41-5.42-5.43-5.44-5.45-5.46-5.47-5.48-5.49-5.50-5.51-5.52-5.53-5.54-5.55-5.56-5.57-5.58-5.59-5.60-5.61-5.62-5.63-5.64-5.65-5.66-5.67-5.68-5.69-5.70-5.71-5.72-5.73-5.74-5.75-5.76-5.77-5.78-5.79-5.80-5.81-5.82-5.83-5.84-5.85-5.86-5.87-5.88-5.89-5.90-5.91-5.92-5.93-5.94-5.95-5.96-5.97-5.98-5.99-6.00-6.01-6.02-6.03-6.04-6.05-6.06-6.07-6.08-6.09-6.10-6.11-6.12-6.13-6.14-6.15-6.16-6.17-6.18-6.19-6.20-6.21-6.22-6.23-6.24-6.25-6.26-6.27-6.28-6.29-6.30-6.31-6.32-6.33-6.34-6.35-6.36-6.37-6.38-6.39-6.40-6.41-6.42-6.43-6.44-6.45-6.46-6.47-6.48-6.49-6.50-6.51-6.52-6.53-6.54-6.55-6.56-6.57-6.58-6.59-6.60-6.61-6.62-6.63-6.64-6.65-6.66-6.67-6.68-6.69-6.70-6.71-6.72-6.73-6.74-6.75-6.76-6.77-6.78-6.79-6.80-6.81-6.82-6.83-6.84-6.85-6.86-6.87-6.88-6.89-6.90-6.91-6.92-6.93-6.94-6.95-6.96-6.97-6.98-6.99-7.00-7.01-7.02-7.03-7.04-7.05-7.06-7.07-7.08-7.09-7.10-7.11-7.12-7.13-7.14-7.15-7.16-7.17-7.18-7.19-7.20-7.21-7.22-7.23-7.24-7.25-7.26-7.27-7.28-7.29-7.30-7.31-7.32-7.33-7.34-7.35-7.36-7.37-7.38-7.39-7.40-7.41-7.42-7.43-7.44-7.45-7.46-7.47-7.48-7.49-7.50-7.51-7.52-7.53-7.54-7.55-7.56-7.57-7.58-7.59-7.60-7.61-7.62-7.63-7.64-7.65-7.66-7.67-7.68-7.69-7.70-7.71-7.72-7.73-7.74-7.75-7.76-7.77-7.78-7.79-7.80-7.81-7.82-7.83-7.84-7.85-7.86-7.87-7.88-7.89-7.90-7.91-7.92-7.93-7.94-7.95-7.96-7.97-7.98-7.99-8.00-8.01-8.02-8.03-8.04-8.05-8.06-8.07-8.08-8.09-8.10-8.11-8.12-8.13-8.14-8.15-8.16-8.17-8.18-8.19-8.20-8.21-8.22-8.23-8.24-8.25-8.26-8.27-8.28-8.29-8.30-8.31-8.32-8.33-8.34-8.35-8.36-8.37-8.38-8.39-8.40-8.41-8.42-8.43-8.44-8.45-8.46-8.47-8.48-8.49-8.50-8.51-8.52-8.53-8.54-8.55-8.56-8.57-8.58-8.59-8.60-8.61-8.62-8.63-8.64-8.65-8.66-8.67-8.68-8.69-8.70-8.71-8.72-8.73-8.74-8.75-8.76-8.77-8.78-8.79-8.80-8.81-8.82-8.83-8.84-8.85-8.86-8.87-8.88-8.89-8.90-8.91-8.92-8.93-8.94-8.95-8.96-8.97-8.98-8.99-9.00-9.01-9.02-9.03-9.04-9.05-9.06-



## First-choice Lions coming into focus

[illegible]

winner of Sandown's Guardian classic Trial. During the past week Zoffany has been backed down from 40-1 to 20-1. "Until recently I had been favouring Zoffany, who has been working so well in blinkers," said the Fulborough trainer, "But Guardian has come out of his Sandown race so well that I would not now care to choose between the pair."

John Carleton is almost certain to be out of contention for a place in the first international, the Press Association reports. When concussion is diagnosed at top rugby level, it means two weeks out to ensure recovery.

## YACHTING

Frank Kemball, chairman of the organizing committee of Royal Burham YC, the challenging club.

said that he thought the strategy was justified and that it was this that had caused the rift between a commander-in-chief and the field commander. De Savary said that he would not be afraid of being replaced. He said that he was unsuccessful in the qualifying stages and that he might be asked to lead the campaign over to a full-time skipper.

"The problems are not in hardware or technique," he said. "I know what is available to the Americans and what worst we are going to meet. But I am in a really vulnerable position, about which I am genuinely worried, is that we may perform below the actual ability that we may fail to perform to form."

"I know that the Americans and Australians, by temperament and background, have greater team spirit among their troops than we have," he said. "We are more organized and disciplined. This is

**n Loch Tyne**

**Nicholls**

Tomatin series, sponsored by the distillers of that name, goes from strength to strength. Standing on the terrace of the Royal George in yesterday and remembering the delights of Tarbert from previous years, it is easy to understand why.

As far as the eye can see (which seemed infinity yesterday) are miles of strath, empty, and virtually treeless, watered by the legendary, Loch Spicery all that a sailor could ask for, and the event has always been organized with

The message has been a long time reaching England, but at last it seems to have got through. Forty-one boats have made the long trip north and, if the weather forecast is accurate, they are in for one of life's better sailing experiences.

---

## EQUINE ANISISM

# Hickstead

## Hicks good

By Jenny MacArthur

The four-day Nations Cup meeting at Hickstead, sponsored by Everest Double Glazing, starts today. There has been no rain since

Saturday and the going is good. Riders will be competing for more than £40,000 prize money with the richest prize, the Everest Double Classic, still to be taken place on Monday afternoon. It is worth £7,000 to the winner.

Eight teams are entered for Sunday afternoon's Nations Cup event — the fourth of the season (15 altogether). At the end of the year, the top three Nations Cup results are added together to find the winner of the President's Cup. Germany has won the Cup for the last two years. (Austria, who last won it in 1979, are third, and Switzerland, the joint leaders.

The British team has something to live up to after the British victory in Barcelona this week. The team in Spain consisted entirely of

Sunday's team will be chosen from Liz Edgar, Nick Skelton, Harvey Smith, Malcolm Pyrah and David Broome. Experience will be on their side - and it will need to be as the Germans are fielding a powerful team. Their riders include Norbert Koef, the world champion, with Fire;

*Fer Out* *Price*

**MAGAZINE**

...equally at home with both rod  
lay they are to have their own  
with their two favourite sports:  
and shooting.

...writers shall be talking to our  
er their heads. Don't you think  
to join in the conversation?

**WSAGENTS**

**W**

By David Miller  
Peter de Savary, chairman of the Frank Keenball, chairman of

organizing committee of Royal Burslem YC, the challenging club, said that he thought the strategy was "a bit off." He said that the difference of a military concept, as between a commander-in-chief and a commander, De Savary said that he would not be able to admit he was wrong if Victory 93 was unsuccessful in the qualifying round. "I would not mind being prepared to hand the campaign over to a full-time skipper."

"The problems are not in hardware or technique," he said. "I know what is available to the team, but I think we are not equal, at best we're ahead. The really vulnerable position, about which I am genuinely worried, is that we have no one with the actual ability, that we may fail to perform to form."

"I know that the Americans and Australians, by temperament and by training, have a team spirit among their sailors that we have not organized and disciplined. This is

**By John Nicholls**  
For the past couple of seasons the 'Tomorrow' series, sponsored by the

distillers of that name, goes from strength to strength. Standing on the terrace of the Royal Grouck YC yesterday and remembering the delights of Tarbert from previous years, I came to understand why. So far as the current year (which seemed infinity yesterday) are miles of clean, empty and virtually tideless water. The scenery is legendary, local hospitality all that a sailor could ask for, and the event has always been organized with unflinching efficiency.

The message has been a long time reaching England, but at last it seems to have got through. Forty-one boats have made the long trek north and, if the weather forecast is correct, will be one of life's better sailing panoramas.

**FOURTEEN MORE**

**EQUESTRIANISM**

# Hickstead looks good

By Jenny MacArthur

The four-day Nations Cup meeting at Hickstead, sponsored by Everest Double Glazing, starts today. There has been no rain since Saturday and the going is good. Riders will be competing for more

than £40,000 prize money with the richest prize, the Everest Double Glazing Grand Prix, taking place

Monday afternoon. It is worth £7,000 to the winner.

Eight teams are entered for Sunday afternoon's Nations Cup event - the fourth of the season (there are 15 altogether). At the end of the year each country's best six Nations Cup results are added together to find the winner of the

**President's Cup.** Germany has won the Cup for the last two years. Britain, who last won it in 1979,

The British team has something to live up to after the British victory in Barcelona this week. The team in Spain consisted entirely of amateurs, two of whom, Gary Gillespie and Kelly Brown, had never represented their country in a Nations Cup before.

Sunday's team will be chosen from Liz Edgar, Nick Skelton, Harvey Smith, Malcolm Pirah and David Broome. Experience will be on their side - and it will need to be as the Germans are fielding a powerful team. Their riders include Norbert Koof, the world champion, with Finn.

# Case 1

A formidable team of excellent writers shall be talking to our readers; not down to them, or over their heads. Don't you think

**NOW**

100

## Holborn lures firms from the City

Pursuant to Section 534, 11 of the Companies (Victoria) Code 1957 it is the intention of the Directors of The Broken Hill Proprietary Company Limited, after the expiration of one month from the date hereof, to transfer to the Treasurer of Victoria for

Name and Registered Address of Shareholder	Number of Shares	Name and Registered Address of Shareholders	Number of Shares	Name and Registered Address of Shareholders	Number of Shares
Mr. Elen M. Allen 10000 River Road, TAPLOW, BUCKS.	39	Mr. Leonard Malcolm Gibbs, Variants, 9 Ferrard Close, Mill Ride, ASCOT, BERKSHIRE.	1	Mr. Richard J. Peham, The Old Rectory, Spaldwick, HUNTINGDON.	93
Est. John Andrew, Ronald Anderson, c/o Paces End Ltd. 10000 & 10000 Dots 10000 Street, LIVERPOOL L3 9OT.	1	Mrs. Rosemary Goode, Dean House, Marley Lane, BATTLE, SUSSEX.	9	Mr. Keith G. Parks, 43 Chestnut Park, SEVENOAKS, KENT.	3
Mr. David Arnold c/o 10000 Avenue, BUSHEY HEATH, HERTS.	2	Mr. Gerald Gorman, 2 Stamford Road, Dalston, LONDON N1.	8	Mr. Nicholas John Platt, 11 Laburnum Grove, Genover Haverfordwest, PEMBROKESHIRE.	6
Mr. Gerald S. B. B. c/o 10000 Road, Beaconsfield, BUCKS.	46	Miss Anthea Greenwood, The Barton, Patricbourne, CANTERBURY, KENT.	62	Dr. Arnold Powell, 5 Cannons Close, The Bishops Ave., LONDON N2 0BH.	3
Mr. David Harold B. B. c/o 10000, Mansions, Bishop Kings Road, LONDON W14.	1	Mr. Timothy John Hadland, 7 Crutcher Drive, Folly Hill, FARNHAM, SURREY.	2	Mr. Eidon F. Le P. Power & Mrs. Cynthia M. C. Power & c/o Messrs. Smallfield Fitzhugh, Tillett & Co., 24 Portland Place, LONDON W1.	2
Mr. E. J. B. B. B. c/o 10000, Street, LEEDS.	9	Mrs. Jennifer Mary Harrel, c/o National Westminster Bank Limited, 143 High Street, BROMLEY, KENT.	164	Mr. Eidon F. Le P. Power & Mrs. Cynthia M. C. Power & Mrs. Lilian H. C. Springett/1938/ c/o Messrs. Smallfield Fitzhugh, Tillett & Co., 24 Portland Place, LONDON W1.	2
Mr. E. J. B. B. B. c/o 10000, Street, LEEDS.	9	Mrs. Jean Kathleen Harris, 37 Endbury Road, North Chingford, LONDON E4.	2	Mr. Eidon F. Le P. Power & Mrs. Cynthia M. C. Power & Mrs. Lilian H. C. Springett/1938/ c/o Messrs. Smallfield Fitzhugh, Tillett & Co., 24 Portland Place, LONDON W1.	2
Mr. E. J. B. B. B. c/o 10000, Street, LEEDS.	9	Miss Margaret Harrison, 17 Bank Street, Malvern, WORCS.	1	Mr. Brian Charles Edward Friday & Mrs. Elsie Hilda Mary Friday, 31 The Fairways, LEAMINGTON SPA.	1
Mr. E. J. B. B. B. c/o 10000, Street, LEEDS.	9	Mr. Jack Heaton, 150 Heaton Moor Road, Heaton Moor, Stockport, CHESHIRE.	61	Miss Jane Probyn, 13/61 Blackheath Park, LONDON SE1.	1
Mr. E. J. B. B. B. c/o 10000, Street, LEEDS.	9	Mr. Geoffrey Roger Heywood, Founways, Potter Row South Heath, GREAT MISSENDEN, BUCKS.	2	Mr. Eric I. Anson Richardson, 42 Main Street, HORSY, MR. LANCASTER, LANCS.	1
Mr. E. J. B. B. B. c/o 10000, Street, LEEDS.	9	Mr. Simon E. Hicks, Frog Lane Farm, Rotherwick, BASINGSTOKE, HANTS.	1	Rima Wholesale Ltd., 49/50 Great Marlborough Street, LONDON W1.	6
Mr. E. J. B. B. B. c/o 10000, Street, LEEDS.	9	Mr. Peter Hodgson, 68 Eims Road, LONDON SW4.	2	Mrs. Florence Mary Roberts, Brookside, Mill Street, Bradenham, NORFOLK.	16
Mr. E. J. B. B. B. c/o 10000, Street, LEEDS.	9	Mr. Campbell Hopwood, 17A Fendleton Road, Wissell Wharfedale, BLACKBURN BB6 9DD.	3	Mr. John F. Robertson, 20 Birmans Crescent, BEARSDEN, DUNBARTONSHIRE.	4
Mr. E. J. B. B. B. c/o 10000, Street, LEEDS.	9	Mrs. Susan Margaret Ings, 7 Thornbrough Close, Harburn, Stockton-on-Tees, TEESSIDE.	12	Mr. David Ross, Swears & Wells Ltd., 12 Downs Park Road, Dalston, LONDON E8.	2
Mr. E. J. B. B. B. c/o 10000, Street, LEEDS.	9	Mr. Charles A. Ivanson, 63 Newton Street, Greenock, Renfrewshire, SCOTLAND.	3	Mrs. Valerie A. V. Sadler, Rerrickfield, Dundrennan, Kirkcudbrightshire, SCOTLAND.	1
Mr. E. J. B. B. B. c/o 10000, Street, LEEDS.	9	Est. Late Quatin Edhem Kastrati, c/o Mr. Paul E. Mortimer, 33/35 Station Road, HENLEY-ON-THAMES, OXFORDSHIRE RG9 1AT.	60	Mrs. Evelyn A. Sagers, 31 Cuffley Hill, Goffs Oak, Cheshunt, HERTS.	1
Mr. E. J. B. B. B. c/o 10000, Street, LEEDS.	9	Mrs. Kathleen M. Kimpton, 7A Lyndhurst Terrace, LONDON NW3.	7	Mrs. Maria Ruth Shapiro, 7 Rossmore Court, Orman Road, LONDON NW3.	2
Mr. E. J. B. B. B. c/o 10000, Street, LEEDS.	9	Mr. William F. King, Kingsacre, Kirkhill Road, Newton Mearns, RENFREWSHIRE.	2	Mr. Michael E. R. Sherman, 20 Wildwood Road, LONDON NW11.	97
Mr. E. J. B. B. B. c/o 10000, Street, LEEDS.	9	Miss Cyrene Leahy, c/o Dr. F. A. L. L., The Priory Lodge, Priory Lane, ROEHAMPTON, LONDON SW15.	7	Mr. Herbert Shipp, 69 Cotswold Road, Chipping Sodbury, Bristol.	1
Mr. E. J. B. B. B. c/o 10000, Street, LEEDS.	9	Mrs. Catherine Alexander Lee, 88 Woodbridge Road, RUSHMORE, St. Andrew, IPSWICH, SUFFOLK.	34	Mr. Colin Paul Smith, 38 Sun Lane, HARPENDEN, HERTS.	1
Mr. E. J. B. B. B. c/o 10000, Street, LEEDS.	9	Est. Late Peter Lennick, c/o Fruhmman Davies and Co., 40 King Street, WEST MANCHESTER M3 2WY.	3	Mr. John William M. Smith, 150 Sleaford Road, BOSTON, LINCS.	1
Mr. E. J. B. B. B. c/o 10000, Street, LEEDS.	9	Lentrick Ltd., 6 Stormont Road, LONDON N6.	15	Mr. Carl E. Snitcher, 1 Culross Street, LONDON W1.	1
Mr. E. J. B. B. B. c/o 10000, Street, LEEDS.	9	Mr. Martin Godfrey Levy, West Grove, Hammers Lane, LONDON NW7.	1	Miss Carolyn Stephens, Ludgate, Lynsted, Sittingbourne, KENT.	1
Mr. E. J. B. B. B. c/o 10000, Street, LEEDS.	9	Mr. Alan William Logie, 5 Ridge Green Close, South Nutfield, SURREY.	12	Mrs. Joyce Stokes, 64 Western Road, Billericay, ESSEX.	1
Mr. E. J. B. B. B. c/o 10000, Street, LEEDS.	9	Mrs. Raymond A. Lovell, 70 Cherrywood Road, Worcester, WESTON-SUPER-MARE, SOMERSET.	9	Mr. Richard James Strong, Bletsoe Castle, BLETSDOE, BEDFORDSHIRE.	1
Mr. E. J. B. B. B. c/o 10000, Street, LEEDS.	9	Mr. Christopher MacRae, Dunstaff, Bishopton, ELGIN, SCOTLAND.	14	Mrs. Iris Regina Stubbs, Pann Court, Hollingbourne, MAIDSTONE, KENT.	12
Mr. E. J. B. B. B. c/o 10000, Street, LEEDS.	9	Mr. David Frederick Makby, Bargate Farm, Dorton Parslow, BLETCHLEY, BUCKS.	103	Mr. Raymond Swinfield, 51 Newstead Way, Somerset Road, LONDON SW19.	1
Mr. E. J. B. B. B. c/o 10000, Street, LEEDS.	9	Mrs. Bridget Anne P. Manley, 21 Broad Lane, Hale, Nr. Altrincham, CHESHIRE.	9	Mr. Douglas Brian Thompson, Kinloch Park Way, BEXLEY, KENT.	73
Mr. E. J. B. B. B. c/o 10000, Street, LEEDS.	9	Mr. Stephen Manoy, 1 Howard Road, HORSHAM, SUSSEX GA8 RH13.	12	Mr. Samuel Clifford Thompson, The Gemstone, Quilly Dromore, CO. DOW, N.I.	1
Mr. E. J. B. B. B. c/o 10000, Street, LEEDS.	9	Dr. Colin David Mantell, Radcliffe Infirmary O & G Dept., OXFORD.	21	Mrs. Margaret Neville Tindall, Blacksmith's Cottage, DENHAM	

For next week this column will appear on Thursday instead of the usual Friday.

**5,000 COLOUR LEAFLETS** £199 inclusive of photography, design, printing & postage process on

(continued on page 28)







